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Performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

Contents

		Page
I.	Introduction	4
II.	Resource performance*	9
	A. Department of Peacekeeping Operations	12
	B. Department of Field Support	22
	C. Department of Management	29
	D. Office of Internal Oversight Services	39
	E. Executive Office of the Secretary-General	43
	F. Office of the United Nations Ombudsman and Mediation Services	45
	G. Ethics Office	47
	H. Office of Legal Affairs	48
	I. Department of Public Information	50
	J. Department of Safety and Security	53
	K. Office of Information and Communications Technology	55
III.	Actions to be taken by the General Assembly	59

* For information on planned and actual outputs, see A/65/610/Add.1.

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Summary

The present report and the addendum thereto contain the performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Apportionment*[a]	*Expenditure*	*Variance*	
			Amount	*Percentage*
Post requirements	183 688.8	186 484.0	(2 795.2)	(1.5)
Non-post requirements	138 858.6	131 991.8	6 866.8	4.9
Gross requirements	**322 547.4**	**318 475.8**	**4 071.6**	**1.3**
Staff assessment income	27 486.9	28 276.4	(789.5)	(2.9)
Net requirements	**295 060.5**	**290 199.4**	**4 861.1**	**1.6**

[a] Represents $294,030,900 authorized by the General Assembly in its resolution 63/287 and commitments of $28,516,500 for enterprise resource planning (ERP) authorized by the Assembly in its resolution 64/243.

Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	841	748	11.1
General Service and related categories	404	377	6.7

[a] Based on monthly incumbency and planned strength.

The actions to be taken by the General Assembly are set out in section III of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
BINUB	United Nations Integrated Office in Burundi
ICT	Information and communications technology
IPSAS	International Public Sector Accounting Standards
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OIOS	Office of Internal Oversight Services
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services

I. Introduction

1. The General Assembly, by its resolution 63/287 on the support account for peacekeeping operations, approved post and non-post resources for the support account requirements for the period from 1 July 2009 to 30 June 2010. The apportionment for information technology requirements for 2009/10 did not include the additional amount of $2,031,860 for the secondary data centre approved by the General Assembly in its resolution 63/269, which was absorbed within existing resources. Subsequently, in its resolution 64/243, the Assembly approved resource requirements related to the enterprise resource planning (ERP) project in the amount of $175,348,200 for the biennium 2010-2011, of which an amount of $114,065,900 was to be funded from the support account, for which $28,516,500 relates to the period 2009/10.

2. In paragraph 37 of its resolution 63/287, the General Assembly decided not to introduce the proposed structure based on the hub approach for the Investigations Division of the Office of Internal Oversight Services, and decided to designate, as a pilot project, centres of investigation in Nairobi, Vienna and New York from 1 July 2009 to 30 June 2012, to maintain the presence of resident investigations staff in some peacekeeping operations, pending its consideration of the Secretary-General's preliminary report on the status of the implementation of the pilot project at the second part of its resumed sixty-fifth session and a comprehensive report to be submitted in the context of the 2012/13 support account budget at the second part of its resumed sixty-sixth session. Uncertainty over the structure of the Investigations Division and difficulties in addressing high vacancy rates remain a challenge for the Division in carrying out its mandate. OIOS is currently implementing the three-year pilot project. The Secretary-General's preliminary report on the status of its implementation will be submitted to the General Assembly at its resumed sixty-fifth session.

3. In paragraph 28 of its resolution 63/287, the General Assembly took note of paragraph 45 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/63/841), and requested the Secretary-General to include in his rejustification of the totality of support account staffing requirements, inter alia, information on and an analysis of the following, taking into account the relevant legislative mandates:

(a) The lead agency, entity, department and/or offices for major strands of activity and the scope of their respective responsibilities;

(b) Comprehensive assessment of the evolution of the support account;

(c) Related human resources funded from the regular budget and other sources of funding, including in other departments of the United Nations Secretariat, resources in field missions and, where relevant, the specialized agencies and funds and programmes;

(d) Impact of the requested resources on the improvement to the administrative and financial management of peacekeeping operations;

(e) All functions covered by the proposed resources other than that of backstopping peacekeeping operations;

(f) The impact of information and communications technology initiatives, including related business process improvements, on the enhancement of productivity and on the level of resources requested;

(g) The outcome of business process improvements;

(h) Lessons learned from recent experience of operating the support account, including on the conversion of general temporary assistance positions.

4. In order to facilitate the review by the General Assembly of the support account budget proposal for the financial period 2010/11, and the rejustification of the totality of the support account staffing requirements, the rejustification part was included as two addenda to the Secretary-General's report on the budget for the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011 (A/64/697 and Add.1 and 2).

5. The Secretariat made every effort to address the requests of the General Assembly in the rejustification of the totality of the support account staffing requirements. In accordance with the decision of the Assembly, support account funds are used for the sole purpose of backstopping and supporting peacekeeping operations at Headquarters. Furthermore, all proposed and continuing support account posts are reviewed in terms of changing operational requirements, distribution of workload and actual responsibilities and functions performed. Justifications of requests for additional posts are made with reference to actual and expected workload drivers/statistics, and requests for additional Headquarters capacity provide information on the existing capacity devoted to the function for which the additional capacity is requested to enable the Assembly to make fully informed decisions on the support account staffing requirements. The rejustification exercise has provided a basis and reference tool for the Secretariat's workforce planning to backstop and support peacekeeping operations, which has been further realized in the 2011/12 budget formulation process.

6. With respect to the General Assembly's request to take into account the comprehensive assessment of the evolution of the support account, it will be recalled that the study on the evolution of the support account, results of which were presented in the support account budget for 2009/10 (A/63/767 and Corr.1), concluded that the evolution of the support account is correlated with the increased complexity of peacekeeping operations mandates and the significant increase in the deployment of peacekeeping personnel to the field. The study proposed a regression analysis model to come up with a percentage of how much staffing resources should increase/decrease relative to changes in peacekeeping missions covering three areas: (a) core capacity, (b) transactional and (c) temporary resources, and identified further steps required to proceed. While the Secretariat acknowledges the conclusion of the study, it also recognizes that the testing and steps required for the application of a defined formula for the determination of support account staffing requirements were beyond the scope of the study. Accordingly, the support account budget for 2010/11 included resources in the amount of $207,000 to conduct a follow-on study to develop a conceptual staffing model for the support account, which is currently under way. The main findings of the study will be included in the budget for the support account for peacekeeping operations for the period 2011/12.

7. Regarding the request to address the impact of information and communications technology initiatives, including related business process

improvements, on the enhancement of productivity and on the level of resources requested, in accordance with section I of General Assembly resolution 63/262, the Office of Information and Communications Technology (OICT) undertook a comprehensive review of information and communications technology capacities across the Secretariat. The Secretary-General's report on this issue was submitted to the General Assembly during its sixty-fifth session (A/65/491).

8. With regard to the General Assembly's request to address the outcome of the business process improvements, the Secretariat introduced the Business Process Improvement (BPI) capacity-building programme, which incorporates Lean Six Sigma (LSS) methodologies, to develop a culture of continuous business process improvement throughout the Secretariat along with the development of staff members to take leadership roles in executing improvement projects.

9. The BPI capacity-building programme completed its first phase in mid-2009, with 11 projects focusing on support of business processes in the Departments of Peacekeeping Operations, Field Support and Management. The second phase of the BPI/LSS programme commenced in June of 2009. All projects included the training of staff members in Lean Six Sigma methodologies and were planned to deliver the road map for savings in terms of increased process efficiencies, reduced process cycle times, reductions in waste and unnecessary rework. The Secretariat has completed 10 additional projects during the second phase, in the following areas: the medical sick leave certification process (Department of Management/Office of Human Resources Management), troop strength reporting (Department of Field Support/Office of the Military Adviser/Force Generation Service), the voluntary trust fund assistance process (Department of Peacekeeping Operations/Mine Action Service), requests for services (Chief Information Technology Officer), the guidance approval and publication process (Department of Peacekeeping Operations/ Information Management Unit), field financial systems upgrade (Department of Field Support/Field Budget and Finance Division), the national competitive exam process (Department of Management/Office of Human Resources Management), the contingent-owned equipment reimbursement process (Department of Field Support/ Field Budget and Finance Division), the assets disposal process (Department of Field Support/Logistics Support Division) and the designation process (Department of Management/Office of Human Resources Management and Department of Field Support/Field Personnel Division). Effective 1 October 2009, the Management Support Service has been integrated with the Umoja team until the duration of the project to consolidate the Secretariat's business process-re-engineering and change management efforts. During this period, the Service will continue to fulfil its mandate of providing advice and assistance to various offices within the United Nations Secretariat.

10. Regarding the request to address the lessons learned from recent experience of operating the support account, including on the conversion of general temporary assistance positions, the Secretariat is guided by the request of the legislative bodies to ensure that core functions which are of a continuing nature are performed by incumbents of authorized posts. Conversion of general temporary assistance positions to posts is only presented when it is considered that the functions are core and of a continuous nature.

11. The General Assembly approved the implementation of a new talent management system in December 2006 in its resolution 61/244. Deployment of

Inspira began in April 2010 and will continue through 2011. Challenges in the development and implementation of any system of this magnitude and complexity would be expected. Inspira implementation was no exception in this regard. In particular, the implementation of the system did not meet the timeline of the initial schedule owing to a change in the vendor selected to implement the software and the refinement of business requirements. Given the early stages of the implementation and unanticipated technical difficulties with the software, additional resource requirements were necessary and were absorbed from within approved resources.

12. During the period 2009/10, the Procurement Division continued its procurement function in support of peacekeeping missions. In doing so, the Division further identified, standardized and implemented best procurement practices throughout the peacekeeping missions. The Division also enhanced the training of staff performing procurement functions in the peacekeeping missions and devoted considerable efforts to expanding the vendor rosters and increasing the number of vendors from developing countries and countries with economies in transition.

13. During the reporting period, the Office of Programme Planning, Budget and Accounts automated processes for the recording of assessment receipts and maintenance of contributions records. The contributions portal went operational effective May 2010 and the status of outstanding contributions was made available online to Member States. IPSAS-compliant accounting policies in key areas were further developed and support for the development of Umoja design work continued. IPSAS consultancies and training were rescheduled to 2010/11, in order to synchronize activities with the revised Umoja timeline.

14. By its resolution 1906 (2009), the Security Council decided to extend the deployment of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) until 31 May 2010, with the intention of extending it further at that date for 12 months. By its resolution 1925 (2010), the Security Council decided to extend the mandate of MONUC until 30 June 2010 and also decided that, as of 1 July 2010, the Mission would bear the title of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and that the Stabilization Mission would be deployed until 30 June 2011.

15. In its resolution 1925 (2010), the Security Council authorized that MONUSCO should comprise, in addition to the appropriate civilian, judiciary and correction components, a maximum of 19,815 military personnel, 760 military observers, 391 police personnel and 1,050 personnel of formed police units. In addition, by the same resolution, the Council authorized the withdrawal of up to 2,000 United Nations military personnel by 30 June 2010 from areas where the security situation permitted such withdrawal.

16. By its resolution 1892 (2009), the Security Council authorized the deployment of a military component of up to 6,940 troops and a police component of up to 2,211 police to MINUSTAH. Subsequently, the in light of the devastating earthquake on 12 January 2010 in Haiti, the Security Council, in its resolution 1908 (2010) of 19 January 2010, endorsed the increase of the overall force levels of MINUSTAH to support the immediate recovery, reconstruction and stability efforts and decided that MINUSTAH would consist of a military component of up to 8,940 troops of all ranks and of a police component of up to 3,711 police. Resources approved by the

General Assembly for MINUSTAH provided for the maintenance of 7,060 military contingent personnel, 951 United Nations police officers and 1,140 formed police personnel.

17. In the spirit of the above-mentioned decision by the Security Council and the commitment shown by Member States in supporting the Government and people of Haiti, MINUSTAH was engaged in providing technical support to facilitate the provision and coordination of humanitarian assistance and to support access of humanitarian workers to Haitians in need.

18. By its resolution 1913 (2010), the Security Council extended the mandate of the United Nations Mission in the Central African Republic and Chad (MINURCAT) until 15 May 2010, and by its resolution 1923 (2010) further extended it to 31 December 2010. By resolution 1923 (2010), the Council also authorized the reduction of the military component of MINURCAT to 2,200 military personnel and called upon the Secretary-General to complete the withdrawal of all uniformed and civilian components, other than those required for the Mission's liquidation, by 31 December 2010. As of 15 July, the military component of MINURCAT was to be reduced to 2,200 military personnel (1,900 in Chad and 300 in the Central African Republic) and 25 military liaison officers. It was also decided that MINURCAT should include a maximum of 300 police officers and an appropriate number of civilian personnel. The final withdrawal was planned to start on 15 October 2010 and be completed on 31 December 2010.

19. On 15 June 2009, the mandate of the United Nations Observer Mission in Georgia expired and, by its resolution 63/293, the General Assembly authorized an appropriation of $15 million for the period from 1 July to 31 December 2009 for the administrative liquidation of the Observer Mission and also requested the Secretary-General to submit a revised budget for the financial period 2009/10. In its resolution 64/234, the General Assembly approved the revised liquidation budget for the period from 1 July to 31 October 2009 and reduced the appropriation from $15 million to $10,946,000.

20. Furthermore, by its resolutions 1872 (2009) and 1910 (2010), the Security Council expressed its intent to establish a United Nations peacekeeping operation in Somalia as a follow-on force to the African Union Mission in Somalia. By the latter resolution, the Council requested the Secretary-General to continue to provide a United Nations logistical support package for AMISOM.

21. During the reporting period, the Department of Peacekeeping Operations continued to direct and manage 13 peacekeeping operations. The Department of Field Support provided support to those peacekeeping operations, to the United Nations Logistics Base at Brindisi, Italy, and to the liquidation of UNOMIG, and directed the United Nations support of AMISOM.

22. In the period 2009/10, the Secretariat was particularly engaged in the development of the global field support strategy (GFSS). The strategy is a strategic reform initiative to improve support and service delivery to the field. The development of the strategy during the period involved extensive consultations between the Department of Field Support and relevant offices in the Department of Peacekeeping Operations and the Department of Management and with field operations. The strategy development process culminated in a specific set of proposals built around four pillars (financial frameworks, modularization, service

centres and human resources framework), which were presented to Member States for intergovernmental approval. Extensive briefings on the GFSS also took place with Member States during the period.

23. In the 2009/10 period, the Secretariat was extensively engaged in the development and the launch of Inspira, the information and communications technology structural review, the withdrawal of troops in MONUC and in MINURCAT, the expressed intention by the Security Council to establish a United Nations peacekeeping operation in Somalia, as well as the continuing deployment of UNAMID, the largest and most challenging peacekeeping operation the United Nations has undertaken to date, and planning, equipping, disposing of assets and meeting deployment schedules for significant adjustments to existing peacekeeping operations, and the closing down of UNOMIG. Those operations are especially challenging, as they require intensive collaboration with other organizations.

24. During the present reporting period, the earthquake in Haiti and the hostage-taking of staff members in Darfur had a significant impact on the utilization of resources as planned. To cope with crises the Department of Safety and Security and the Department of Field Support prioritized planned activities to accommodate the unforeseen safety and security measures and support services required in the field.

II. Resource performance

25. In paragraph 43 of its resolution 63/287, the General Assembly approved the support account requirements for the period 2009/10 in the amount of $294,030,900, including 1,182 continuing and 63 new temporary posts and their related post and non-post requirements. Subsequently, in part VIII, section 28A, of its resolution 64/243, the Assembly authorized the Secretary-General to enter into additional commitments for non-post resources under the support account for 2009/10 in a total amount not to exceed $28,516,500 for the enterprise resource planning project. Accordingly, the total support account authorization for 2009/10 was $322,547,400.

26. Against the amount of $322,547,400 authorized by the General Assembly for the support account for the period 2009/10, actual expenditures totalled $318,475,800, resulting in an unutilized balance in the amount of $4,071,600. The average vacancy rate during the reporting period was 11.0 per cent in respect of the posts in the Professional and above category, and 6.5 per cent in the General Service category, attributable primarily to delays in filling the new temporary posts.

27. The unutilized balance of $4,071,600 was attributable to underexpenditure in respect of non-post resources, in particular under general temporary assistance, official travel and other services, supplies and equipment, offset by additional requirements under post resources, facilities and infrastructure and communications categories of expenditure.

28. As indicated in paragraph 25 above, in its resolution 64/243, the General Assembly authorized the Secretary-General to enter into additional commitments for the support account in a total amount not to exceed $28,516,500. That amount was not assessed. The balance for the support account for peacekeeping operations for the 2009/10 period of $24,444,900, which is the difference between the original approved resources of $294,030,900 and the actual expenditure of $318,475,800, has not been assessed to Member States.

29. Overexpenditure in respect of post resources was attributable to the resources required for salaries of the Standing Police Capacity of the Department of Peacekeeping Operations at Headquarters during the transition period of the transfer to the Untied Nations Logistics Base at Brindisi, the impact of the human resources reform on mission salary scales and common staff costs for the Internal Audit Division of the Office of Internal Oversight Services, for which no provision had been made in the budget, and lower-than-budgeted vacancy rates in the Department of Peacekeeping Operations (8.5 per cent for the Professional and above category and 3.6 per cent for the General Service category).

30. The unutilized balance in respect of non-post resources under general temporary assistance was attributable primarily to the resulting higher-than-budgeted vacancy rates in the Investigations Division of the Office of Internal Oversight Services (20.1 per cent for the Professional and above category and 29.0 per cent for the General Service category).

31. The unutilized balance in respect of non-post resources under the official travel category of expenditure was attributable primarily to: (a) reduced case-related travel requirements for staff of the Investigations Division of the Office of Internal Oversight Services, owing to difficulties in recruiting investigators and reduced training travel for the Internal Audit Division's annual resident audit conference as the venue was changed; (b) reduced travel requirements for training in the Department of Peacekeeping Operations as a result of senior staff members being unavailable during course times and the reprioritization of regular assessment and consultation activities of the Police Division in view of the earthquake in Haiti; and (c) reduced travel requirements for training owing to the delayed implementation of IPSAS.

32. The unutilized balance in respect of non-post resources under the information technology category of expenditure was attributable primarily to planned activities for system development and implementation that were not undertaken and vacancies in contractual personnel under the contractual services budget category associated with the call centre, field network, application, videoconferencing and disaster recovery and business continuity operational support, offset in part by the resources for contractual services and IT equipment for the secondary data centre, approved by the General Assembly in its resolution 63/269, for which no provision had been made in the budget of the Office of Information and Communications Technology.

33. The unutilized balance in respect of non-post resources under the other services, supplies and equipment category of expenditure was attributable primarily to: (a) a delay in the implementation of the cost-sharing arrangement for the new administration of justice system, which was established on 1 July 2009 pursuant to General Assembly resolution 62/228; (b) lower-than-budgeted actual expenditures for after-service health insurance owing to a lower than expected number of claims and a one-month premium holiday granted for one of the medical plans; and (c) the procurement of a vendor at a lower-than-budgeted cost for the development of a specialist-level online procurement training course.

34. The unutilized balance in respect of non-post resources was offset in part by increased requirements under the facilities and infrastructure and communications categories of expenditure owing primarily to: (a) resources for the rental space of the secondary data centre approved for the period 2009/10 pursuant to resolution 63/269, for which no provision had been made in the budget; and (b) the

commercial communication charges in view of the high utilization of wireless equipment during the earthquake and its aftermath in Haiti in January 2010.

Table 1
Summary of resource performance by category
(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*[a]	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	183 688.8	186 484.0	(2 795.2)	(1.5)
II. Non-post resources				
General temporary assistance	19 618.5	17 948.2	1 670.3	8.5
Consultants	6 049.6	5 539.1	510.5	8.4
Official travel	17 307.0	15 878.2	1 428.8	8.3
Facilities and infrastructure	21 548.3	22 098.7	(550.4)	(2.6)
Communications	2 684.2	2 998.9	(314.7)	(11.7)
Information technology	58 242.8	57 913.6	329.2	0.6
Medical	203.5	179.5	24.0	11.8
Other services, supplies and equipment	13 204.7	9 435.6	3 769.1	28.5
Subtotal, category II	**138 858.6**	**131 991.8**	**6 866.8**	**4.9**
Gross requirements, categories I and II	**322 547.4**	**318 475.8**	**4 071.6**	**1.3**
III. Staff assessment income	27 486.9	28 276.4	(789.5)	(2.9)
Net requirements, categories I-III	**295 060.5**	**290 199.4**	**4 861.1**	**1.6**

[a] Represents $294,030,900 authorized by the General Assembly in its resolution 63/287 and commitments of $28,516,500 for enterprise resource planning authorized by the Assembly in its resolution 64/243.

Table 2
Other income and adjustments
(Thousands of United States dollars)

Category	*Amount*
Interest income	2 161.0
Other/miscellaneous income	1 359.0
Cancellation of prior-period obligations	2 528.0
Prior-period adjustments	—
Total	**6 048.0**

A. Department of Peacekeeping Operations

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
$176.5	99 181.8	425	393

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Endorsement by the Special Committee on Peacekeeping Operations of recommendations of the Secretary-General on United Nations peacekeeping	Achieved. In its annual report for 2010 (A/64/19), the Special Committee on Peacekeeping Operations supported 90 per cent of the proposals on how to further strengthen peacekeeping as presented in the report of the Secretary-General (A/64/573 and Add.1), including those related to the overarching areas: protection of civilians; a robust approach to peacekeeping; early peacebuilding tasks for peacekeepers; a capability-driven approach; a standing justice and corrections capacity; and the global field support strategy

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Public information components of United Nations peacekeeping operations, including specialist functions, are deployed within time requirements for establishing new peacekeeping operations	Not applicable. No new peacekeeping operations were established during the reporting period. However, in the aftermath of the earthquake in Haiti on 12 January 2010, 15 public information experts were deployed to MINUSTAH within 30 days of the earthquake to cover critical public information roles, including Officer-in-Charge of the Public Information Office, Spokesperson, media relations, video, web and radio

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 All complex peacekeeping operations have integrated communications strategies and implementation plans	Not achieved. Guidelines were not prepared owing to the need to shift resources to cover high-profile news stories, such as the aftermath of the earthquake in Haiti, elections in the Sudan and Afghanistan, as well as the bombing of the United Nations guesthouse in Kabul. However, in collaboration with the Department of Public Information, communications strategies and guidance were developed and implemented, and crisis communications management was provided to the leadership and

	field missions of the Department of Peacekeeping Operations and the Department of Field Support during key events, including: the earthquake in Haiti (January 2010) and the 6-month anniversary of the earthquake in Haiti, the elections in the Sudan (April 2010), the elections in Afghanistan and bombing of the United Nations guesthouse in Kabul (October 2009). The Department of Peacekeeping Operations and the Department of Field Support also conducted a joint-assessment visit with the Department of Public Information to the Sudan (UNAMID/UNMIS) (June 2010) to meet with counterparts in the field and advise on the development of communications strategies ahead of the referendums scheduled to take place in the Sudan in January 2011. Guidelines to facilitate the preparation of comprehensive communications strategies and implementation plans will be developed during the period 2010/11
3.2 75 per cent of surveyed peacekeeping staff in field missions register an improvement in the awareness and accessibility of key peacekeeping information resources, the consistency and timeliness of information dissemination, and the handling and storage of sensitive information	Not achieved. The survey was developed in June 2010, but was not conducted during the reporting period owing to the need to deploy resources temporarily to a project of greater priority (UNIFIL information management assessment) in June and July of 2010. The survey was conducted in August 2010 to assess staff members' awareness and the usefulness of peacekeeping information management products and services. The survey highlighted that an average of 71 per cent of field mission staff are aware of key peacekeeping information resources. Examples are as follows: awareness of information resources: E-Research subscription databases (67 per cent); policy and practice database (77 per cent); and handling and storage of sensitive information: awareness of information sensitivity toolkit (70 per cent). There are no baseline data from previous years against which increases to awareness may be gauged. A similar survey will be conducted in the period 2010/11

(b) Office of Operations

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues related to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Security Council resolutions incorporate recommendations for establishing potential or adjusting existing peacekeeping operations	Achieved. Adoption by the Security Council of 5 recommendations for new, or significant adjustments to, peacekeeping operations: MINURCAT (resolution 1923 (2010)); MINUSTAH (resolution 1927 (2010)); MONUC (resolutions 1906 (2009) and 1925 (2010)); and UNMIL (resolution 1885 (2009))

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Security Council substantive and time requirements for planning and establishing potential or adjusting existing peacekeeping operations are fulfilled	Achieved; 6 planning processes were completed in line with the Security Council substantive and time requirements/mission priorities: handover of BINUB to a mission led by the Department of Political Affairs; MINUSTAH strengthening following the earthquake; MONUC drawdown and MONUC/MONUSCO reconfiguration; UNMIL drawdown; and holding of elections in the Sudan

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Development by the missions of mission plans in accordance with strategic guidance	Achieved; 10 out of 16 missions revised their plans (MINURCAT, MINUSTAH, MONUC, UNAMID, UNFICYP, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI); for other missions (MINURSO, UNDOF and UNIFIL) this requirement is not applicable
3.2 Planning/implementation of 16 bilateral or multilateral field programmes in collaboration with peacekeeping partners	Achieved; 14 bilateral or multilateral field programmes were planned/implemented: MINURCAT participated with Government and Member States through a multi-donor trust fund and in justice and prisons (2); MINUSTAH, together with UNDP, the European Union, the Organization of American States, the Inter-American Development Bank, the World Bank, the United States of America and Canada, cooperated on a wide range of issues, particularly in the aftermath of the earthquake, including disaster relief, internally displaced persons, elections, police and justice (1); and the United Nations Support of AMISOM worked closely with UNDP in implementing a UNDP-funded Somali Police Training Programme (1); MONUC was involved with the planning and implementation of the International Security and Stabilization Support Strategy (ISSSS) and the implementation of Security Council resolutions 1820 (2008) and 1888 (2009) on the prevention of violence against women (2); UNAMID and UNMIS worked closely with the African Union and other peacekeeping stakeholders on security-related issues and the holding of elections (2); UNAMID collaborated with the Office for the Coordination of Humanitarian Affairs on returns of internally displaced persons and with the World Food Programme and United Nations Humanitarian Air Services on food delivery programmes (2); UNFICYP, together with UNDP, participated in the Partnership for the Future and Action for Cooperation and Trust (2); UNMIK cooperated with the European Union on security and rule of law matters (1); and UNOCI participated in the United Nations Peacebuilding Fund support for facilitation of the Ivorian peace process (1,000 microcredit projects) (1)

(c) Office of Military Affairs

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Security Council resolutions incorporate recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved; 28 Security Council resolutions incorporated military recommendations regarding the mandate extensions of: MINURCAT (resolutions 1861 (2009), 1913 (2010), 1922 (2010) and 1923 (2010)); MINURSO (resolution 1920 (2010)); MINUSTAH (resolutions 1892 (2009), 1908 (2010) and 1927 (2010)); MONUC (resolutions 1906 (2009) and 1925 (2010)); UNAMID (resolutions 1881 (2009) and 1891 (2009)); UNDOF (resolutions 1899 (2009) and 1934 (2010)); UNFICYP (resolutions 1898 (2009) and 1930 (2010)); UNIFIL (resolution 1884 (2009)); UNMIL (resolutions 1885 (2009) and 1903 (2009)); UNMIS (resolutions 1881 (2009), 1891 (2009) and 1919 (2010)); UNMIT (resolution 1912 (2010)); and UNOCI (resolutions 1880 (2009), 1893 (2009), 1911 (2010), 1924 (2010) and 1933 (2010))
1.2 Positive feedback from participants in troop-contributing country meetings	Achieved. Received positive feedback from troop- and police-contributing country briefings. The majority of participants surveyed reported that the format of the meetings was very useful

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Military plans for new or significantly adjusted peacekeeping operations produced within 7 days of a Security Council resolution	Achieved. Following Security Council resolutions on MINURCAT, MINUSTAH, MONUC and Support to AMISOM, requiring significant adjustment of military plans, the requisite plans were produced within 7 days
2.2 Issuance of formal requests for troop pledges for new or significantly expanded peacekeeping operations within 5 days of the development of military plans	Achieved; 73 formal requests were made within 5 days of the development of military plans

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Implementation by the field missions of all recommendations in the evaluation reports of military components	Not achieved. No evaluations were conducted during the reporting period, as emphasis was given to the development of and consultations with troop-contributing countries on the methods for testing/evaluating the concept of operational readiness. Resources for operational evaluations were not approved for the 2010/11 period

3.2 Implementation by the field missions of recommendations in the end-of-assignment reports of heads of military components endorsed by the Office of Military Affairs (OMA) and in OMA leadership visits	Not achieved. Implementation of 60 per cent of recommendations in 2 end-of-assignment reports (UNMIS: 7 of 13 recommendations implemented; and UNOCI: 2 of 3 recommendations implemented). The implementation of the remaining recommendations was prevented owing to tour of duty conditions. Full implementation is expected by June 2011

(d) Office of Rule of Law and Security Institutions

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop/police-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Security Council resolutions reflect the specific range of activities to be carried out by United Nations police, justice and corrections officers	Achieved. All Security Council resolutions reflect relevant activities to be carried out by United Nations police, justice and corrections officers: MINURCAT (resolution 1923 (2010)); MINUSTAH (resolutions 1892 (2009) and 1927 (2010)); MONUC (resolutions 1906 (2009) and 1925 (2010)); UNAMID (resolution 1881 (2009)); UNMIL (resolution 1885 (2009)); UNMIS (resolution 1919 (2010)); UNMIT (resolution 1912 (2010)); and UNOCI (resolutions 1880 (2009), 1911 (2010) and 1933 (2010))
1.2 Security Council resolutions incorporate the Secretary-General's recommendations on security sector reform, disarmament, demobilization and reintegration (DDR) and mine action and explosive remnants of war during establishment of, or adjustments to, peacekeeping operations	Achieved. Recommendations related to DDR were reflected in the 2 Security Council resolutions adjusting peacekeeping mandates that were adopted during the reporting period: MONUC resolution 1925 (2010) and UNOCI: resolution 1933 (2010). All other missions maintained their previous DDR mandates. No new mission was mandated with DDR during the reporting period
1.3 Increased contributions of police and corrections specialists from troop- and police-contributing countries	Achieved. The total number of police officers deployed increased from 11,482 to 13,648 during the reporting period. All police officers are now seconded and selected according to specialist profiles to meet mission-specific needs. The number of corrections specialists from countries contributing such specialists increased from 12 to 23

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Deployment of the standing police capacity team within 7 days of the adoption of a Security Council resolution establishing the police component of a peacekeeping operation	Achieved. Although no new missions were authorized during the reporting period, the Standing Police Capacity deployed within 7 days in response to the crisis in Haiti

2.2 Deployment of United Nations mine action team members and external partners in rapid deployment scenarios within 14 days of the adoption of a Security Council resolution	Not applicable. There was no rapid response requirement during the reporting period

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Strategic plans for all rule of law, security sector reform (SSR) and DDR components developed by field missions, in support of mandate implementation	Not achieved. Strategic plans/workplans for DDR components were developed for UNAMID and UNMIS, and DDR contingency planning is ongoing before the referendums in the Sudan Development of strategic plans is under way in 3 remaining peacekeeping operations with DDR components (MINUSTAH, MONUSCO and UNOCI) and is scheduled to be completed by the end of 2010. The delay in preparing the plans was a result of increased workload for the missions. In MINUSTAH, the delay was caused by the earthquake in January 2010 and its aftermath; in MONUC, delays were caused by the change of mandate and the initial lack of clarity regarding the future of the DDR/resettlement and repatriation programme in the Democratic Republic of the Congo; and in UNOCI, delays were caused by the transitional situation owing to change of DDR leadership Strategic plans for rule of law were developed in the following peacekeeping missions: MINURCAT — corrections (July 2009-December 2010); justice (July 2009-June 2010); MINUSTAH — revised joint Department of Peacekeeping Operations/MINUSTAH/UNDP strategic planning framework, which incorporates the Government's priorities in rule of law, specifically the justice sector (February 2010); UNAMID — corrections (January-December 2010); justice (January-December 2009); UNMIK — corrections and justice (April 2010 to the present); UNMIL — justice (January 2009 to the present); corrections support for the national strategic plan (August 2009); UNMIS — corrections and justice (July 2009 to the present); UNMIT support for the national strategic plan (February 2010); and UNOCI — corrections and justice (July 2009-January 2010) Following the development/issuance of the relevant United Nations Police concepts of operations, strategic plans/workplans were developed for the following peacekeeping missions: MINURCAT, MINUSTAH, MONUC, UNFICYP, UNMIK and UNMIL. In addition, the UNMIT strategic plan/workplan is expected to be completed by March 2010

3.2 National authorities endorse the adoption of indicator sets to assist in planning rule of law programmes in 2 peace operations	Achieved. The indicators were piloted in Haiti and Liberia with the agreement of the Haitian and Liberian authorities, respectively. The indicators are expected to be endorsed in 2011 and will then be implemented in peacekeeping host countries with the agreement of those countries. The results of the implementation will in turn be used in planning rule of law programmes
3.3 Budget implementation rate of 98 per cent for mine action activities in 6 peacekeeping missions (2007/08: 96.6 per cent; 2008/09: 98.5 per cent)	Achieved. The budget implementation rate for the mine action component of the 7 peacekeeping operations MINURCAT, MINURSO, MONUC, UNAMID, UNIFIL and UNMIS, as well as Support of AMISOM, was 99 per cent

(e) Policy, Evaluation and Training Division

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Tools provided for institutional strengthening for peacekeeping through an integrated capacity for the development of peacekeeping doctrine and guidance, knowledge-sharing, evaluation of performance and peacekeeping training standards and developing frameworks for cooperation with peacekeeping partners	Achieved. During the reporting period, tools provided for institutional strengthening included: strategic policy and implementation strategies in areas of focus in the New Horizon non-paper, specifically policy development, capability development, support to the Department of Field Support in implementing the field support strategy and planning and oversight; Department of Peacekeeping Operations/Department of Field Support strategy for the protection of civilians; provision of lessons learned from other crisis situations to MINUSTAH in the aftermath of the Haiti earthquake; gender policy development, such as the completion of gender guidelines for military peacekeepers and gender training, including the finalization of the gender training strategy for peacekeeping operations; interim Civil Affairs Handbook; new knowledge-sharing tools and procedures, such as peacekeeping practice notes; the development of cross-cutting guidance referred to in the outputs section below; and enhanced engagement with peacekeeping partners and Member States, including through more regular formal and informal briefings to the Special Committee on Peacekeeping Operations

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	335	307	8.5
General Service and related	90	87	3.6

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	68 501.8	72 674.1	(4 172.3)	(6.1)
II. Non-post resources				
General temporary assistance	2 079.1	2 047.5	31.6	1.5
Consultants	1 758.8	1 978.1	(219.3)	(12.5)
Official travel	7 506.2	7 155.4	350.8	4.7
Facilities and infrastructure	673.3	671.6	1.7	0.3
Communications	1 998.7	2 243.8	(245.1)	(12.3)
Information technology	12 572.0	11 406.1	1 165.9	9.3
Other services, supplies and equipment	1 086.6	1 005.2	81.4	7.5
Subtotal, category II	**27 674.7**	**26 507.7**	**1 167.0**	**4.2**
Gross requirements, categories I and II	**96 176.5**	**99 181.8**	**(3 005.3)**	**(3.1)**

4. Analysis of variances[1]

	Variance	
Post resources	($4 172.3)	(6.1%)

35. The additional requirements were attributable to the lower-than-budgeted actual average vacancy rates during the reporting period of 8.5 per cent for Professional posts and 3.6 per cent for the General Service and related posts, the transition period of the transfer of the Standing Police Capacity to the United Nations Logistics Base at Brindisi and associated salaries for 6 months paid at Headquarters, and the higher actual common staff costs owing to the rotation of existing seconded military and police officers. The entitlements also fluctuate in relation to the number of dependants of the new and existing officers. During the reporting period, expenditures related to staff entitlements more than doubled for the Office of Military Affairs as compared to other offices such as: assignment grant, repatriation grant, travel on appointment, dependency allowance, hardship and mobility allowances, rental subsidy, education grant and pension fund contributions.

36. The overexpenditure was offset by reduced entitlements for staff in other offices. The calculations of common staff costs are based on the standard salary scale, and the actual charges depend on the status of the staff member. For example, citizens or permanent residents of the host country are not entitled to home leave, education grant/travel or lump sum of the relocation grant (if newly recruited). Likewise, staff members who do not have dependants (spouse, children, parents) are not entitled to a dependency allowance.

[1] Resource variance amounts are expressed in thousands of United States dollars.

	Variance	
General temporary assistance	$31.6	1.5%

37. The reduced requirements were attributable primarily to fewer sick leave and maternity replacement cases.

	Variance	
Consultants	($219.3)	(12.5%)

38. The additional requirements were attributable primarily to: (a) two external consultants engaged as facilitators and mentors to conduct two Senior Mission Leaders Courses in view of the unavailability of senior staff members; (b) two external consultants engaged in an unplanned Integrated Mission Training Centre evaluation in UNMIL, UNMIS, UNAMID and MONUC to evaluate the capacity of Integrated Mission Training Centres (IMTCs) to carry out assigned and intended roles, which was considered necessary as a result of findings from operational assessments in the field; and (c) actual contracted costs exceeding budgeted costs for the implementation of the United Nations rule of law indicators tool.

39. The overexpenditure was offset by the postponement of the evaluation and validation of the methodology for military operational readiness tests by 2 external consultants and the tests themselves owing to the request for further consultations between the Secretariat and troop-contributing countries and Member States expressed by the Special Committee on Peacekeeping Operations.

	Variance	
Official travel	$350.8	4.7%

40. The reduced requirements were attributable to: (a) Senior Mission Leaders Courses conducted by external consultants, whereby travel costs are included in the consultancy fees, in place of senior staff who were unavailable at the time of the courses; (b) the reprioritization of mission planning, assessment and consultation activities as a result of the aftermath of the earthquake in Haiti in January 2010 whereby the deployment costs of Police Officers and Political Affairs Officers were covered by the MINUSTAH budget; (c) military operational readiness tests having not been undertaken; (d) savings from consolidated travel made to peacekeeping missions within the same region, resulting in lower average airfare costs; and (e) fewer support visits requested by Member States for the Mobile Support Training Teams.

41. The unutilized balance was offset by unplanned requirements for the Under-Secretary-General's attendance at the following seminars/conferences: Centre of Excellence for Stability Police Units (Italy), European Security and Defence Policy (Belgium), Conference on the Anti-personnel Mine Ban Treaty (Colombia), Seminar on "New Horizon for Peacekeeping, Perspectives from the South" (Brazil), Security Council Retreat — Secretary-General's delegation (Turkey) and the attendance by the Director of the Policy, Evaluation and Training Division at the following bilateral/coordination meetings: Chinese Peacekeeping Symposium (China), bilateral meetings with the Government of Australia (Australia), Alpbach Retreat "The UN Security Council and the Protection of Civilians: Improving Effectiveness and Accountability" (Austria), consultation meetings with government officials in

Japan, Group of Eight (G-8) peacekeeping/peacebuilding meeting (Italy) and bilateral meetings with the Office of the United Nations High Commissioner for Refugees (Switzerland), and the following conferences: Silk Road 2009 Flag Officers Seminar (Turkey); European Security and Defence Policy Seminar (Belgium); International Intervention Framework (United States of America); Lessons Learned Workshop, European Union Force/Chad/Central African Republic (Austria); Wilton Park Conference (United Kingdom of Great Britain and Northern Ireland); Role of the United Nations in Multidimensional Peacekeeping (Indonesia); Third International Forum on Peacekeeping Challenges (Australia); Annual Conference of the Integrated Mission Training Centres (Uganda); Mission-wide Protection Strategies on Protection of Civilians (Ethiopia); Interaction and Confidence-building Measures in Asia (Turkey); United Nations Police Gender Focal Points Workshop (Italy); 2010 United Nations Office on Drugs and Crime Annual Field Representatives Seminar (Austria); and Conflict Prevention and Peace Forum (Liberia).

	Variance	
Communications	($245.1)	(12.3%)

42. The additional requirements related primarily to commercial communications charges for wireless services (BlackBerry, mobile and satellite phones) and long-distance charges for desk phones and fax machines in response to the aftermath of the Haiti earthquake disaster. Constant communication was required between Headquarters, MINUSTAH and other peacekeeping missions to provide assistance to personnel in Haiti.

	Variance	
Information technology	$1 165.9	9.3%

43. The reduced requirements were attributable primarily to: (a) the delay in the development of an air transport system owing to insufficient competition in the procurement process; thus the project is postponed while cost-effective options are assessed for obtaining a commercial off-the-shelf product combined with partial in-house development; (b) vacancies experienced with UNOPS contractual personnel as a result of shorter contractual extension periods; (c) the delayed occupancy of International Computing Centre contractual personnel for call centre/field network/application support (consolidated services provided by the Centre) in the swing space made available by the capital master plan; (d) fewer trips taken by contractual personnel owing to technical workshops associated with standardized guidelines for videoconferencing planned at other locations being conducted in New York, delays in establishing the United Nations Support Base in Valencia, and technology leveraged for training activities and disaster recovery and business continuity operational support when feasible; and (e) savings owing to reduced technology prices compared to budgeted.

44. The unutilized balance was offset by additional costs associated with unplanned rental requirements for 57 additional contractors inadvertently charged to information technology, the acquisition of business intelligence software for the strategic management of peacekeeping operations activity, and renewal of existing

software licences for an enterprise software agreement for which no provision had been made in the budget.

	Variance	
Other services, supplies and equipment	$81.4	7.5%

45. The reduced requirements were attributable to a cost-sharing arrangement established with peacekeeping missions for their use of news subscriptions. The charges were prorated among peacekeeping missions based on their actual usage or number of required log-in IDs. Further, budgeted conference facilities for the training-the-trainer courses for Military and Police Officers were provided free of charge to the United Nations by host.

B. Department of Field Support

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
69 840.0	67 834.6	437	402

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Positive comments by Member States on the Department's work, in particular on reforms to peacekeeping and the establishment of new capacities to meet emerging needs of peacekeeping	Achieved. Statements by Member States in meetings of the Fifth Committee and the Special Committee on Peacekeeping Operations and in plenary meetings of the General Assembly expressing positive views on the Department's reform agenda, in particular the global field support strategy
1.2 Conduct and discipline addressed in all reports of the Secretary-General to the Security Council on peacekeeping missions, as appropriate	Achieved. Security Council mandates of MONUC, UNAMID, UNMIS and UNMIT. Reports of the Secretary-General to the Security Council on the Sudan, MINUSTAH and UNMIT. Twenty-third progress report of the Secretary-General on UNOCI (S/2010/15)

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Verification of misconduct records for candidates for assignments to peacekeeping missions (2007/08: 2,700; 2008/09: 3,000; 2009/10: 2,000)	Achieved. Approximately 2,500 (an average of 10 per day)

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Daily guidance provided to conduct and discipline teams in peacekeeping missions (2007/08: 4 visits; 2008/09: 4 visits; 2009/10: 4 visits)	Not achieved. Three visits were undertaken to UNAMID and UNMIS (March 2010) and UNMIT (June 2010) for monitoring and assessment. The planned visit to MINUSTAH was not undertaken owing to the loss of key personnel after the earthquake Guidance provided through 119 code cables sent to conduct and discipline teams in peacekeeping missions

(b) Field Budget and Finance Division

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Maintenance of a 6-month average processing time (from receipt of mission-certified claim to its approval by the Department) for contingent-owned equipment claims (2007/08: 6 months; 2008/09: 6 months; 2009/10: 6 months)	Achieved. All verification reports for contingent-owned equipment received from missions were processed and certified within 6 months. In the reporting period 1,972 contingent-owned equipment claims were processed

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Reduction in final budget submission review time for missions that receive an Abacus visit (2007/08: 1 day; 2008/09: 0 weeks; 2009/10: 0 weeks)	1-week average review time for Abacus missions that were undertaken

(c) Field Personnel Division

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Missions meet projected incumbency rates set in the context of approved mission plans and budgets for missions in a start-up, expansion or transition phase	Not achieved. No missions were in a start-up, expansion or transition phase during the reporting period

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Average international civilian personnel incumbency rates for peacekeeping field missions meet projected rates set in the context of approved mission plans and budgets for missions in a start-up, expansion or transition phase and amount to 85 per cent for all other field operations	Not achieved; 5 out of the 13 peacekeeping field missions met the target of 85 per cent incumbency rate for international civilian personnel (2 of which were in retrenchment and their unencumbered posts were blocked from recruitment: UNMIK and MINURCAT); 7 missions did not meet the projected rates, for a number of varying reasons, including but not limited to an increase in the authorized strength for missions, high turnover of staff, deterioration of the security situation in the countries and rejection by legislative bodies of the proposal to restructure and downsize one mission

(d) Logistics Support Division

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Improved access to geospatial information by the Security Council, intergovernmental bodies and troop-contributing Member States and improved responsiveness to boundary issues in conflict areas (2008/09: data for 4 field missions included in database; 2009/10: data for 15 field missions included in database)	Not achieved. Enterprise Geographic Information Systems (GIS) were established in 2 additional field missions in 2009/10. During the reporting period a total of 13 field missions were included in the database: 11 peacekeeping missions (MINURSO, MINUSTAH, MONUC, UNDOF, UNIFIL, UNMIL, UNMIS, UNMIT, UNOCI, UNAMID, MINURCAT), Support of AMISOM, and one Special Political Mission (UNAMA) It was anticipated that, in addition to the 13 missions with GIS capacity and access to the GIS database, UNFICYP and UNAMI would also establish GIS capacity within the mission; however, because of other priorities, these two missions decided to postpone the establishment of GIS capacity
1.2 Troop- and police-contributing Member States are informed of new or revised policies and procedures within 30 days	Achieved. Joint briefings by the Department of Field Support and the Office of the Military Adviser (OMA), organized for troop- and police-contributing countries (TCC/PCCs) on new or revised policies, procedures, the situation in various missions, and changes in deployments, roles and tasks, were undertaken within 30 days. Military Capability Studies were initiated in consultation with TCC/PCCs. A minimum of one meeting for TCC/PCC for each mission was organized during the reporting cycle. In addition, 8 special meetings were called to brief TCC/PCCs on the situation in the field missions, including deployment changes and changes in mandate, such as MINURCAT, MINUSTAH, MONUC, UNAMID and UNMIS

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Identification and deployment, within 90 days of Security Council mandates, of strategic deployment stocks and other logistic equipment to support start-up teams and initial troop or police deployments	There were no new missions established during the reporting period. However, the strategic deployment stocks (SDS) have been used during the reporting period for the deployment and logistical support to 11 field missions (MINURCAT, MINUSTAH, MONUC, UNAMID, UNFICYP, UNIFIL, UNMIK, UNMIL, UNMIS, Support of AMISOM and UNMIT). The total value of SDS dispatched to these missions has been used to support the operational capacity of troop and police deployments, in the amount of $33,646,654
2.2 Increase in the number of troops rotated by the use of regional air support assets (2007/08: 5,000; 2008/09: 24,000; 2009/10: 25,000)	Achieved. A total of 40,307 military/police personnel were rotated using mission aircraft on long-term charter (Dash 7 in UNOCI and B-757 for UNMIL in Liberia)

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Peacekeeping missions' proposed resource requirements analysed within 10 days of their receipt by the Department of Field Support	Achieved. Budgets of all peacekeeping missions were analysed and observations and responses coordinated within 7 days of receipt of the budget proposals
3.2 All missions have access to valid systems contracts with sufficient "not-to-exceed" values, 365 days of the year	Achieved. A total of 137 systems contracts were active and available to peacekeeping missions during the reporting period
3.3 100 per cent of field missions with aviation assets have developed aviation safety programmes which meet United Nations aviation standards	Achieved. All field missions with aviation assets have drafted, approved and implemented an aviation safety programme

(e) Information and Communications Technology Division

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 New mission communications links established within 24 hours of arrival of the information and communications technology equipment in the mission	Not applicable. No new peacekeeping missions were established in the 2009/10 reporting period

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Positive feedback from field missions and partners on ICT support and services provided by the Division	Achieved. Surveys were conducted in 2008/09 and 2009/10 by the Office of Information and Communications Technology of all ICT users in the Secretariat, offices away from Headquarters and field missions to measure satisfaction with ICT services. The majority of approximately 1,600 respondents from the field rated ICT services that fell under the purview of the Department of Field Support as satisfactory

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	258	233	9.9
General Service and related	179	169	5.4

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	62 939.9	60 787.6	2 152.3	3.4
II. Non-post resources				
General temporary assistance	3 319.6	3 185.0	134.6	4.1
Consultants	689.0	815.9	(126.9)	(18.4)
Official travel	2 868.4	3 035.7	(167.3)	(5.8)
Facilities and infrastructure	—	—	—	—
Communications	—	—	—	—
Information technology	—	—	—	—
Medical services	—	—	—	—
Other services, supplies and equipment	23.1	10.3	12.8	55.4
Subtotal, category II	**6 900.1**	**7 046.9**	**(146.8)**	**(2.1)**
Gross requirements, categories I and II	**69 840.0**	**67 834.5**	**2 005.5**	**2.9**

4. Analysis of variances[1]

	Variance	
Post resources	$2 152.3	3.4%

46. The unencumbered balance was attributable to recruitment delays in filling continuing Professional and General Service posts, resulting in lower actual

expenditures for salary and common staff costs, in particular, costs related to the recruitment and installation of Professional staff (assignment and relocation grants, recruitment travel) and other entitlements. While the actual average vacancy rate during the reporting period was 9.9 per cent for Professional posts and 5.4 per cent for General Service posts, the unencumbered balance of 3.4 per cent was the result of overall lower common staff costs for encumbered posts; staff without dependants, citizens from the host country not entitled to home leave, living allowance, education grant/travel, etc.

	Variance	
General temporary assistance	$134.6	4.1%

47. The unencumbered balance was attributable to the delayed recruitment of an occupational group manager whose recruitment was finalized in the following reporting period and a staff member recruited from a general temporary assistance position to a post in the remaining four months of the period, offset by higher-than-budgeted entitlements.

	Variance	
Consultants	($126.9)	(18.4%)

48. The additional requirements were attributable primarily to unbudgeted activities: (a) a joint evaluation commissioned by the Department of Peacekeeping Operations with the United Nations Volunteers programme (UNV) on their past and ongoing collaboration in response to the request to the Secretary-General from the General Assembly (resolution 60/266, sect. IV) to strengthen coordination between the Department and UNV for the use of volunteers in peacekeeping operations and to evaluate the contribution of UNV as a component of peacekeeping operations; this evaluation is expected to be completed by April 2011; (b) external consultants for expert interview panels were hired to review applications for positions in the field as part of the implementation of the new staff selection process in accordance with administrative instruction ST/AI/2010/3; this exercise was completed within the reporting period and resulted in approximately 3,000 rostered candidates available for selection for field vacancies; (c) external consultants were hired to participate in four expert panels for senior mission administrative positions at the D-1 and P-5 levels to fast-track the recruitment process for field missions; and (d) development of generic job profiles by an external consultant together with internal staff that reflect the functions of mission posts linked to staffing tables with skills inventory and recruitment modules as part of the requirement of Inspira, the Organization's talent management system. Simplified vacancy announcements and evaluation criteria, standardized functional titles, occupational groups and pre-classified job descriptions were developed to improve and expedite the creation of staffing tables.

49. The overexpenditure was offset by the cancellation of phase 2 of the planned electronic documentation archiving project, which did not proceed as planned given the system challenges experienced in phase 1 and the conclusion that the system was not as effective as initially projected. Only 2 per cent of the target files were actually archived.

50. The planned consultancies for the aviation ground handling and support agreement, the contingent-owned equipment reporting system and an electronic air transport system were not required owing to: (a) the Management Service Agreement concluded between the United Nations and the International Civil Aviation Organization (ICAO), which captures the aviation ground handling and support; (b) the Customer Relationship Management (CRM) solution for contingent-owned equipment pursued by OICT, which is compatible with enterprise resource planning; and (c) the postponement of an electronic air transport system while cost-effective options are assessed. Alternatively, consultants were engaged to review the standards for food hygiene and safety used by the United Nations in assessing rations contracts and, separately, to review, assess and make recommendations on the overall effectiveness, efficiency and capability of strategic deployment stocks operations, given the changes in peacekeeping since the establishment of strategic deployment stocks pursuant to General Assembly resolution 56/292.

	Variance	
Official travel	($167.3)	(5.8%)

51. The additional requirements were attributable primarily to unplanned visits made by the Under-Secretary-General and her team: (a) to Khartoum for tripartite coordination mechanism meetings which aimed to concretely establish clear lines of accountability and responsibilities for logistical support for UNAMID deployment; (b) to Brindisi for discussions regarding the infrastructure and maintenance of the Logistics Base; and (c) to Cyprus to meet with senior management of the United Nations Peacekeeping Force in Cyprus and to hold the first meeting of the Department of Field Support Support Strategy Steering Committee in accordance with the report of the Secretary-General (A/64/633). Additional familiarization visits were made by the Assistant Secretary-General and his Special Assistant to MONUC, and relief efforts were made in connection with the earthquake in Haiti in January 2010. Additional travel was undertaken by occupational group managers and expert panels to convene at UNLB and in Entebbe to conduct batch interviews for the groups as part of the implementation of the reformed staffing process in accordance with administrative instruction ST/AI/2010/3. As a result of this exercise, approximately 3,000 candidates have been rostered and are available for selection in the field. Further travel was undertaken owing to the unforeseen assistance needed in MINUSTAH in establishing a support facility in Santo Domingo, as well as the unplanned participation of six ICT staff from Headquarters at the Information and Communications Technology Division's Senior Leadership Workshop held in Valencia.

52. The overexpenditure was offset by: (a) the cancellation of Abacus visits, which were initially targeted and focus on visits to select transitioning operations (MINURCAT, MINUSTAH, MONUC, UNMIL and UNMIS). This decision to empower and strengthen further finance and budget capacity in the field stemmed from the growing reliance of missions on Abacus visits, particularly during the budget submission period. Further, engineering technical support visits were postponed because of the urgent need to divert expertise towards the coordination of efforts in response to the earthquake in Haiti, and delays in the general procurement process largely caused by the unavailability of subject matter experts to assess critical aspects of the proposal of items such as electrical goods, water treatment plants, buildings, sewerage plants, photovoltaic systems, generators, building

materials, and so forth, which required postponement of the related pre-bidding conferences, prototype inspections and equipment familiarization visits.

	Variance	
Other services, supplies and equipment	$12.8	55.4%

53. The reduced requirements were attributable to the cancellation of planned outreach projects owing to the additional activities required by the Panel of Experts and the Field Central Review Board. Therefore, allocated resources for the related requirements of the cancelled outreach activities (i.e., exhibition booths, informational materials) were not expended.

C. Department of Management

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
104 472.1	100 678.0	223	200

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination	Achieved. Positive feedback received from all respondents to a survey distributed to the members of the Bureau and to coordinators of informal consultations of the Fifth Committee

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 4 per cent decrease in the processing time for Headquarters Committee on Contracts cases, from 7.25 to 7.0 days (2007/08: 8.25; 2008/09: 7.25; 2009/10: 7)	Achieved. Cases were processed in 6.4 business days
3.2 20 per cent increase in the number of peacekeeping personnel who receive the certificate of Local Committee on Contracts training from 260 to 310 persons (2007/08: 200; 2008/09: 260; 2009/10: 310)	Achieved; 332 peacekeeping personnel trained

3.3 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping	Achieved; 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping

(b) Office of Programme Planning, Budget and Accounts

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Accounts Division	
1.1 Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements	The audit opinion on financial statements for the period 2009/10 has not been issued yet, but is expected to be issued in mid-January 2011 A positive opinion was issued for the period 2008/09, with matter-of-emphasis paragraphs requesting improved controls over non-expendable property and expendable property, and for disclosure of expendable property
1.2 Financial statements are available to the Board of Auditors within three months of the end of the financial period	Achieved. Financial statements for the fiscal period 2009/10 were released on 30 September 2010
1.3 Monthly reports on the status of contributions are available by the end of the following month	Achieved. Reports for all months were available by the end of the following month, except for a one-week delay in December 2009 and June 2010 owing to reconciliations. In addition, current data on outstanding contributions were made available to the Member States with the start of the new Contributions Portal, effective May 2010
Peacekeeping Financing Division	
1.4 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 31 December 2009 for all performance reports; 31 January 2010 for active missions on the normal budget preparation cycle; 28 February 2009 for closed missions, the support account and UNLB	Partially achieved. Of 30 reports for active field operations, all 14 performance reports, 9 budget reports and 2 additional reports were submitted by the (revised) target dates Budget reports for MONUC, UNMIT and UNOCI were submitted after the target date owing to the necessity of extensive consultations Budget reports for MINURCAT and MINUSTAH were deferred to the sixty-fifth session owing to the evolving situation on the ground and relevant decisions taken by the Security Council during the preparation of the reports Reports for closed missions and the performance reports for UNLB and the support account were submitted on time. Budget reports for the support account and UNLB were submitted after the target date owing to the necessity of extensive consultations

1.5 Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. Positive comments on the quality and presentation of reports, as indicated in General Assembly resolution 64/269 (sect. I, paras. 9 and 12) and reports of the Advisory Committee on Administrative and Budgetary Questions (A/64/660, paras. 2, 16 and 19; A/64/660/Add.7, para. 17; and A/64/660/Add.13, para. 28)
1.6 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee no later than 5 working days after their receipt	Achieved. Written responses to follow-up questions submitted to the Fifth Committee and the Advisory Committee on average no later than 5 working days after their receipt. Delays were experienced and resulted primarily from late submission of material by client departments and, in particular, where such information had to be collated from raw data

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Accounts Division	
3.1 Quarterly processing of payments to troop-contributing countries in accordance with payment instructions provided by Member States	Achieved. Payments for troops and contingent-owned equipment processed quarterly
3.2 Processing of 90 per cent of Headquarters payments to international staff in peacekeeping missions within 30 working days of the receipt of supporting documentation	Partially achieved 100 per cent of payroll payments were processed on time 70 per cent of staff separations were processed within 30 working days. The percentage was lower as staff was diverted towards implementing changes in conditions of service of appointments for limited duration staff effective 1 July 2009 78 per cent of education grants were processed within 30 working days. Percentage was lower owing to higher number of claims
3.3 Processing of 90 per cent of payments of invoices to vendors and travel claims of staff within 30 working days of the receipt of supporting documentation	Partially achieved 88 per cent of vendor payments were processed within 30 working days 91 per cent of manual travel claims payments and 100 per cent of automated travel claims payments were processed within 30 working days
3.4 Processing of 95 per cent of communications to Member States for contributions within 30 days after the adoption of resolutions and related instructions from the Peacekeeping Finance Division	Achieved. All communications to Member States related to contributions were processed on time

Peacekeeping Financing Division	
3.5 95 per cent budget implementation rate as a percentage of appropriation	Not achieved; 94 per cent budget implementation rate as a percentage of appropriation
3.6 Liabilities for troops and formed police units do not exceed three months	Not achieved. As at 30 June 2010, liabilities for troops and formed police units did not exceed three months, except for MINURSO and UNMIK owing to cash insufficiency
3.7 90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least "good" or "very good"	Not achieved; 70 per cent of respondents in field operations to a client satisfaction survey of services, which was conducted by external consultants for the Department of Management, indicated that guidance provided by the Peacekeeping Financing Division to peacekeeping operations on budgetary procedures and processes was timely, and 65 per cent indicated that the guidance provided was of good quality and responded to their needs
Treasury	
3.8 Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments and the Euro Overnight Index Average for Euro investments (United Nations benchmarks)	Achieved. Rate of return on investment was 2.33 per cent compared with the benchmark of 0.11 per cent
3.9 100 per cent of payments requested for peacekeeping mission accounts processed within two business days	Achieved; 100 per cent of payments processed within two business days
Financial Information Operations Service	
3.10 100 per cent availability of service support to users	Achieved. Service support to users has no single point of failure, with multiple backup of technical resources having been implemented
3.11 90 per cent of respondents to client surveys rate the service provided and the ease of access to financial information as at least "good" or "very good"	Achieved; 94.5 per cent of Office of Programme Planning, Budget and Accounts respondents to the Departmental applications component of the ICT survey responded with "good" or "very good"

(c) Office of Human Resources Management

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Human Resources Information Systems Section	
1.1 Consolidated data is available on recruitment for workforce planning and analytical and strategic reporting (2009/10: 50 per cent of all reports are based on consolidated data from the data warehouse)	Not achieved. Operational reporting from the new talent management system was made available in April 2010

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Strategic Planning and Staffing Division	
3.1 Implementation of the system of human resources action planning in field missions, subsequent continuous monitoring of performance and reporting of results	Achieved. The system of human resources action planning in field missions was implemented in 13 peacekeeping missions and UNLB. Results of all human resources action planning in field missions were reported to the Management Performance Board
3.2 Positive feedback from the Department of Peacekeeping Operations, the Department of Field Support and missions on services provided by the Office of Human Resources Management	Achieved. Received positive feedback through workshop evaluations from the Department of Peacekeeping Operations, the Department of Field Support as well as 40 Chief Personnel Officers from peacekeeping missions on workshops for developing indicators for monitoring of human resources management
Medical Services Division	
3.3 Response to all (100 per cent) mission medical evacuation requests and urgent deployment requests for medical clearance on the same day	Achieved. Responded to 861 mission medical evacuation requests and 1,283 urgent medical clearances
3.4 Pre-mission health assessment, including mental health care (2007/08: 76 per cent; 2008/09: 80 per cent; 2009/10: 80 per cent)	Achieved. Responded to all 3,971 pre- and post-mission health assessment requests from Headquarters staff travelling to peacekeeping missions, including 3,339 travel advisory consultations, 325 in-house examinations and 307 mental health consultations

Learning, Development and Human Resources Services Division	
3.5 Positive feedback from the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions on services provided by the Human Resources Service	Achieved. Positive feedback received from the Executive Office of the Department of Peacekeeping Operations and the Department of Field Support, as well as peacekeeping missions through the Field Personnel Division
3.6 Up to 33 per cent of first reporting officers trained on performance management for managers	Not achieved. 18 trainers from field operations were trained to deliver performance management training to staff and managers in field operations. A total of 21 per cent of first reporting officers (approximately 800) in field missions were trained
3.7 Positive feedback from the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions on participation of their staff in the activities of two networks	Not achieved. Activity postponed to the 2010/11 period owing to a shift of priorities within the Office. The Voluntary Initiative for Network Exchange (VINEs II) was launched in July 2010 and has been extended to staff in all field operations
3.8 Up to 20 per cent increase of mobility of staff between established duty stations and field missions in the areas of management and administration and political, peace and security	Not achieved. Activity postponed to the period 2010/11 owing to a shift of priorities within the Office. VINEs II was launched in July 2010 and has been extended to staff in all field operations
Human Resources Policy Service	
3.9 Conduct of a comprehensive salary survey for national staff in field missions on a cycle of 4 years (maximum), or as required	Achieved. Salary surveys were conducted on schedule in the usual 4-yearly cycle in three peacekeeping missions (UNMIS, UNAMID and UNMIK)
3.10 Positive feedback from the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions on the services provided by the Human Resources Policy Service	Achieved. The Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions have provided positive feedback in e-mails and other communications on the services provided by the Human Resources Policy Service
Human Resources Information Systems Section	
3.11 50 per cent of peacekeeping missions use new standard and integrated processes for recruitment, planning, career development and performance management	Not achieved. Implementation in peacekeeping missions has been delayed until already rolled-out Inspira functionalities are stabilized
3.12 Increased percentage of peacekeeping missions use the central data warehouse for reporting on personnel (2008/09: 10 per cent; 2009/10: 80 per cent)	Not achieved. Implementation in peacekeeping missions has been delayed until already rolled-out Inspira functionalities are stabilized

3.13 Reduction of response time for peacekeeping missions when requesting support for recruitment processes (2008/09: 24 hours; 2009/10: 3 hours)	Not achieved. Implementation in peacekeeping missions has been delayed until already rolled-out Inspira functionalities are stabilized
3.14 97 per cent availability of service support to users in peacekeeping missions	Achieved; 97 per cent availability of service support to users in peacekeeping
3.15 100 per cent of human resources case officers use new staffing table management system	Not achieved. Implementation of the Inspira staffing table management system in peacekeeping missions has been delayed until already rolled-out Inspira functionalities are stabilized

(d) Office of Central Support Services

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Archives and Records Management Section	
1.1 Archival material for all liquidating missions is available at Headquarters to Member States, United Nations system organizations and the general public	Achieved. During this reporting period, 3,070 linear feet of records were received from liquidating missions (UNOMIG, UNMEE) and a downsizing mission (UNMIK) and significant substantive records from MONUC (June 2010)

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
Archives and Records Management Section	
3.1 50 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management	Achieved. Promotion of the adoption of United Nations record-keeping standards, policies and tools through the records management training workshop in Brindisi and the use of the records management community of practice has led to the implementation of minimum standards for records management in 69 per cent of field operations
Special Services Section	
3.2 Positive feedback in surveys of the Department of Peacekeeping Operations, the Department of Field Support and field missions regarding the provision of mail operation services (2007/08: 89 per cent; 2008/09: 87 per cent; 2009/10: 87 per cent)	Achieved; 94 per cent of the respondents to a survey sent to field missions on the quality and effectiveness of Headquarters pouch service rated the service as satisfactory Achieved; 100 per cent of the respondents to a survey sent to the Department of Peacekeeping Operations rated the messenger service as satisfactory

Procurement Division	
3.3 10 per cent increase in the number of vendors from developing countries and countries with economies in transition; 90 per cent of applications for registration completed within three months	Achieved. Through successful business seminars and other outreach efforts, 268 vendors from developing countries and countries with economies in transition were registered, representing an increase of 211 per cent compared with 92 vendors in the previous budget year In the reporting period 71 per cent of complete applications were evaluated within 90 days. Average time for evaluation was 68 days
Travel and Transportation Section	
3.4 Positive feedback in surveys of users of travel and transportation services (2007/08: 80 per cent; 2008/09: 80 per cent; 2009/10: 85 per cent)	Achieved; 85 per cent of surveyed users rated the services as "good"

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	130	112	13.8
General Service and related	93	88	5.6

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	29 898.2	30 254.3	(356.1)	(1.2)
II. Non-post resources				
General temporary assistance	5 576.3	5 802.5	(226.2)	(4.1)
Consultants	2 367.3	1 375.8	991.5	41.9
Official travel	2 688.5	2 352.4	336.1	12.5
Facilities and infrastructure	20 531.1	20 889.8	(358.7)	(1.7)
Communications	473.2	555.5	(82.3)	(17.4)
Information technology	31 587.8	31 563.8	24.0	0.1
Medical services	200.0	178.8	21.2	10.6
Other services, supplies and equipment	11 149.7	7 705.1	3 444.6	30.9
Subtotal, category II	**74 573.9**	**70 423.7**	**4 150.2**	**5.6**
Gross requirements, categories I and II	**104 472.1**	**100 678.0**	**3 794.1**	**3.6**

4. Analysis of variances[1]

		Variance	
Post resources		($356.1)	(1.2%)

54. The additional requirements were attributable to: (a) lower-than-budgeted actual average vacancy rates for newly established Professional and General Service posts during the reporting period in the Office of Human Resources Management, resulting in higher salary and common staff costs, in particular installation entitlements; and (b) higher common staff costs in the Office of the Under-Secretary-General owing to the agreed termination package of a staff member.

55. The overexpenditure was offset by reduced requirements in the Office of Programme Planning, Budget and Accounts because of the erroneous recording of charges related to the international salaries class of expenditure in the general temporary assistance class of expenditure and a higher-than-budgeted actual vacancy rate for Professional posts.

		Variance	
General temporary assistance		($226.2)	(4.1%)

56. The additional requirement was attributable to unplanned general temporary assistance in the Accounts Division to implement changes in the conditions of service of peacekeeping staff effective 1 July 2009 related to payroll and health insurance benefits and to the erroneous recording of charges related to the international salaries class of expenditure in the general temporary assistance class of expenditure in the Peacekeeping Financing Division, offset by the delay in recruitment of International Public Sector Accounting Standards Officers, as the implementation of IPSAS was delayed and difficulties arose in identifying suitable candidates for the positions of 2 accountants.

		Variance	
Consultants		$991.5	41.9%

57. The unencumbered balance was attributable mainly to the non-utilization of funds for the consultancies related to the analysis and recommendations of new accounting policies and procedures in preparation for the adoption of IPSAS as well as the non-utilization of funds for related system-wide training in peacekeeping missions owing to the delay in the implementation of IPSAS. In addition, the unencumbered balance was attributable to: (a) non-utilization of funds related to business process improvement and Lean Six Sigma consultancies owing to utilization of staff members who had been trained in-house during prior periods; (b) transfer to OICT of resources related to the linking of peacekeeping missions to the electronic Headquarters Committee on Contracts (e-HCC) system; (c) unutilized funds related to an archiving consultancy because of delays in the general procurement process, largely owing to difficulties in identifying one vendor who could carry out simultaneously the tasks of digitization and cataloguing of peacekeeping operations archives; and (d) cancellation and indefinite postponement of all planned consultancies in the Office of Human Resources Management owing to the magnitude of work anticipated to adapt existing IT systems to the new contractual frameworks effective 1 July 2009 and to the launch of the talent

management staffing tool (Inspira), acknowledged by the Advisory Committee in its report (A/63/841, para. 139).

58. The unencumbered balance was mainly offset by: (a) costs related to the longer-than-anticipated development phase of Inspira owing to the incorporation of requirements for deployment of Inspira in field missions and resources required for the Inspira stabilization project, which was a result of changed business requirements encountered after the initial launch and for which no provisions had been made in the 2009/10 budget; (b) a consultancy to evaluate and assess the United Nations common coding system which will be used as the basis for procurement classification, for which resources had not been proposed; (c) higher-than-budgeted expenditures related to the development of procurement key performance indicators, as offers from the bidding exercise were higher than the budgeted amount; (d) a review of United Nations procurement manual policies and review of procurement files to ensure compliance with United Nations policies and Financial Regulations and Rules, for which resources had not been proposed; (e) costs associated with the filing of the financial disclosure programme for support account-funded staff, for which resources had not been proposed; and (f) the engagement of a third-party administrator for medical insurance plan claims and the revaluation of after-service health insurance and end-of-service entitlements, for which resources had not been proposed.

	Variance	
Official travel	$336.1	12.5%

59. The unencumbered balance was mainly attributable to: (a) reduced travel requirements for training owing to the delayed implementation of IPSAS; (b) cancellation of mission visits to assess mission subsistence allowance rates, as allowances have been discontinued owing to the changes in contractual human resources reform; (c) travel requirements for outreach mission visits related to the new administration of justice system. The total requirements for that system were allocated under the expenditure category of other services, supplies and equipment, while the actual expenditures were recorded in the corresponding expenditure classes; (d) savings achieved by combining multiple business seminars; and (e) savings related to lower travel requirements for trainers as a result of the earlier-than-anticipated implementation of the online training in fundamental procurement.

60. The unencumbered balance was partly offset by: (a) unbudgeted travel requirements to set up the regional procurement office in Entebbe; (b) unbudgeted travel for training requirements to attend procurement conferences; (c) unbudgeted travel for the appearance of legal officers before the United Nations Dispute Tribunal in Nairobi; (d) unbudgeted travel to present the proposal on second household allowances for non-family duty stations to the Human Resources Network and to the International Civil Service Commission; and (e) unbudgeted travel requirements for Funds Monitoring Tool training in 6 field operations, which had to be postponed to the 2009-10 period owing to mission calendar constraints.

	Variance	
Facilities and infrastructure	($358.7)	(1.7%)

61. The additional requirements were attributable to the cost of the facility for the secondary data centre, approved by the General Assembly in its resolution 63/269, for which no provision had been made in the budget.

	Variance	
Communications	($82.3)	(17.4%)

62. The additional requirement was attributable to expenditures related to the acquisition of specialized communications equipment for the administration of justice system. The total requirements for that new system were allocated under the expenditure category of other services, supplies and equipment, while the actual expenditures were recorded in the corresponding expenditure classes.

	Variance	
Medical services	$21.21	0.6%

63. The unencumbered balance was attributable to the non-utilization of funds for the purchase of medical travel kits owing to the reservation of funds for emergency medical purchases related to the avian flu pandemic.

	Variance	
Other services, supplies and equipment	$3,444.6	30.9%

64. The unencumbered balance was attributable primarily to: (a) delay in the implementation of the cost-sharing agreement for the new system of administration of justice; (b) lower-than-budgeted actual expenditures for after-service health insurance owing to a lower-than-expected number of claims and a one-month premium holiday granted for one of the medical plans; (c) the development of specialist-level online procurement training courses because a vendor was obtained at lower-than-budgeted cost; and (d) delay in the establishment of a contract for vendor-screening services owing to ongoing legal issues with the vendor.

D. Office of Internal Oversight Services

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
23 480.5	21 528.2	99	78

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Increase in the number of recommendations to strengthen internal controls and to mitigate risks (2007/08: 399 recommendations; 2008/09: 325 recommendations; 2009/10: 400 recommendations)	Achieved; 460 recommendations to strengthen internal controls and to mitigate risks were issued
3.2 Acceptance of 95 per cent of recommendations made by the Internal Audit Division (2007/08: 88 per cent; 2008/09: 95 per cent; 2009/10: 95 per cent)	Achieved; 99 per cent of the 670 recommendations issued during the fiscal year were accepted
3.3 Acceptance of 80 per cent of evaluation and inspection recommendations (2007/08: 25 per cent; 2008/09: 60 per cent; 2009/10: 80 per cent)	Achieved; 80 per cent of evaluation and inspection recommendations were accepted
3.4 Improvement in handling cases of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement through increased number of reviews (2007/08: 317 reviews; 2008/09: 440 reviews; 2009/10: 470 reviews)	A total of 359 matters relating to peacekeeping operations were reviewed The lower number of case reviews was attributable to the downward trend in receipt of allegations from peacekeeping operations
3.5 Increased number of advisories and referrals on prevention of fraud and other acts of misconduct as well as waste of resources and abuse of authority and mismanagement (2007/08: 16 advisories and 85 referrals; 2008/09: 18 advisories and 135 referrals; 2009/10: 18 advisories and 90 referrals)	Achieved; 79 advisories and 115 referrals were issued The higher number of advisories and referrals was mostly attributable to the increased number of requests received by the Investigations Division
3.6 Increased training presentations to programme managers in basic investigation techniques to address misconduct (category II) (2007/08: none; target 2009/10: 2 training sessions)	Achieved; 8 training presentations were held. One session each in MONUC, UNIFIL, Beirut and UNMIL, and 4 sessions at Headquarters Higher number of training sessions owing to the increased demand for training. A total of 83 participants were trained

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	71	56	20.7
General Service and related	28	22	20.5

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	12 688.9	14 049.3	(1 360.4)	(10.7)
II. Non-post resources				
General temporary assistance	6 459.3	4 570.9	1 888.4	29.2
Consultants	427.0	366.8	60.2	14.1
Official travel	2 264.4	1 399.0	865.4	38.2
Facilities and infrastructure	306.9	173.7	133.2	43.4
Communications	104.5	97.4	7.1	6.8
Information technology	872.9	684.9	188.0	21.5
Medical services	3.5	0.7	2.8	80.0
Other services, supplies and equipment	353.1	185.5	167.6	47.5
Subtotal, category II	**10 791.6**	**7 478.9**	**3 312.7**	**30.7**
Gross requirements, categories I and II	**23 480.5**	**21 528.2**	**1 952.3**	**8.3**

4. Analysis of variances[1]

	Variance	
Post resources	($1 360.4)	(10.7%)

65. The increased requirements were attributable mainly to: higher common staff costs (assignment and relocation grants, dependency, mobility and hardship allowance, education grants) and actual higher-than-budgeted salary costs for resident auditor posts in peacekeeping missions as a result of the implementation of the new human resources policy on 1 July 2009. The increased requirements were partially offset by higher-than-budgeted vacancy rates in the Internal Audit Division in New York and delayed recruitment of 2 resident investigator posts in peacekeeping missions.

	Variance	
General temporary assistance	$1 888.4	29.2%

66. The reduced requirements were attributable to difficulties in the identification and recruitment of candidates meeting the requirements of the advertised positions

in the Investigations Division, in particular owing to the fact that two recruitment attempts to fill the newly established Director-level position in Nairobi were unsuccessful, as well as a vacancy at the Director-level position in Vienna. In addition, recruitment delays were experienced primarily in Professional-level positions for investigators in Nairobi, Vienna and peacekeeping missions.

	Variance	
Consultants	$60.2	14.1%

67. The underexpenditure was attributable to the lack of cases in regional centres in the Investigations Division requiring specialized consultancies in financial auditing and handwriting analysis, as well as the cancellation of the audit of freight forwarding contracts and practices in peacekeeping missions (Internal Audit Division) owing to a shift in audit priorities. In addition, the unspent balance was attributable to reduced requirements for services of a training consultant in the Internal Audit Division because of the use of Office of Human Resources Management consultants, and to cancellation of the audit of the enterprise resource planning system owing to the delay in the implementation of the system. The unencumbered balance was in part offset by: (a) additional requirements in the Inspection and Evaluation Division as a result of the expansion of the scope of local population surveys in MINUSTAH and UNMIL, based on the need to expand geographical coverage and sample size for the local population surveys to ensure greater representation and precision in the survey results, and also to cover a larger number of peacekeeping mandates in Liberia; (b) additional requirements in the Internal Audit Division for ICT governance audits in four peacekeeping missions instead of one mission as originally planned; and (c) consultancies, for which no provisions had been made, in the areas of forensic audit methodologies, quality assurance and improvement programmes, and a special assignment audit for risk management owing to the refocus on emerging priorities in the Internal Audit Division.

	Variance	
Official travel	$865.4	38.2%

68. The unencumbered balance was attributable mainly to reduced travel requirements for staff of the Investigations Division owing to difficulties in recruiting investigators, which resulted in less case-related travel. The reduced requirements were also attributable to lower training-related travel costs for the Internal Audit Division's annual resident audit conference as the venue was changed, resulting in lower flight costs, and to a lower number of participants in the annual work planning conference of chief resident auditors. In addition, lower travel requirements were attributable to the adjustment of the budgeted travel programme of the Inspection and Evaluation Division as the additional proposed staff was not approved. The reduced requirements were also the result of lower expenditures for travel in the Internal Audit Division resulting from: (a) shift in audit priorities; (b) cancellation of consultant travel related to the audit of the enterprise resource planning system because of the delay in the implementation of the system; (c) conduct of one instead of 4 trips for assessment centres interview missions (recruitment) as the assessment exercises were delayed owing to the human

resources reform; and (d) lower air fare costs and reduced daily subsistence allowance payments because of shorter audit periods of planned audits.

	Variance	
Facilities and infrastructure	$133.2	43.4%

69. The unencumbered balance was primarily attributable to the reduced requirements for common service costs related to office space occupied in the Vienna Centre for the Investigations Division.

	Variance	
Information technology	$188.0	21.5%

70. The reduced requirements were attributable to the lower-than-expected expenditure for a new case management system in the Investigations Division after successful negotiations with the vendor.

	Variance	
Medical	$2.8	80.0%

71. The reduced requirements were attributable to the lower-than-anticipated need for medical services for staff of the Investigations Division in the Nairobi hub.

	Variance	
Other services, supplies and equipment	$167.6	47.5%

72. The reduced requirements were mostly attributable to: (a) non-utilization of funds earmarked for editing of peacekeeping audit service reports in the Internal Audit Division, as the editing was mostly performed by in-house staff; (b) lower Institute of Internal Auditors (IIA) examination fees as fewer staff in the Internal Audit Division obtained certifications; (c) lower costs in the Internal Audit Division's assessment centre in Nairobi, as existing facilities within the Nairobi office premises were used; and (d) the non-implementation of the planned acquisition of security equipment in the Nairobi office as the Investigations Division was able to identify an office space within the UNOPS premises that was already equipped with an acceptable security system.

E. Executive Office of the Secretary-General

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
1 008.7	970.9	5	5

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Increased percentage of reports to the Security Council and the General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Security Council 2007/08: 66 per cent; 2008/09: 68 per cent; 2009/10: 70 per cent; reports to the General Assembly 2007/08: 50 per cent; 2008/09: 60 per cent; 2009/10: 70 per cent)	Partially achieved; 66 per cent of the Secretary-General's reports to the Security Council and 89 per cent of his reports to the General Assembly were submitted on or before the original deadline Internal deadlines were not always met for reasons beyond the control of the Executive Office, such as late submission of reports from lead departments
1.2 All documents (for example, reports, talking points, statements, letters and speeches) are reviewed by the Executive Office of the Secretary-General and returned to the relevant lead department within a maximum of 4 days	Achieved. All documents are reviewed by the Executive Office of the Secretary-General and returned in 4 days

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Provision of comments and guidance to the Department of Peacekeeping Operations, the Department of Field Support and missions within 5 days of the submission of the Secretary-General's reports on peacekeeping missions to the Executive Office of the Secretary-General	Achieved. Unless a more extensive review was needed owing to the sensitivity of the content, comments and guidance were usually provided within 4 working days

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	3	3	—
General Service and related	2	2	—

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	897.8	852.5	45.3	5.0
II. Non-post resources				
General temporary assistance	91.5	98.1	(6.6)	(7.2)
Consultants	—	—	—	—
Official travel	—	—	—	—
Facilities and infrastructure	2.5	3.4	(0.9)	(36.0)
Communications	7.0	7.0	—	—
Information technology	9.9	9.9	—	—
Medical services	—	—	—	—
Other services, supplies and equipment	—	—	—	—
Subtotal, category II	**110.9**	**118.4**	**(7.5)**	**(6.8)**
Gross requirements, categories I and II	**1 008.7**	**970.9**	**37.8**	**3.7**

4. Analysis of variances[1]

	Variance	
Post resource	$45.3	5.0%

73. The unencumbered balance was attributable to lower-than-budgeted actual expenditures for common staff costs.

	Variance	
Facilities and infrastructure	($0.9)	(36.0%)

74. The increased requirements were attributable to higher-than-budgeted actual costs for office supplies.

F. Office of the United Nations Ombudsman and Mediation Services

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	Expenditure	Approved posts	Average incumbency
1 244.5	766.3	7	2

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 100 per cent of cases received are reviewed within 30 days	Achieved; 100 per cent of cases (401) were reviewed and action was taken within 30 days of receipt

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	5	2	55.0
General Service and related	2	—	100.0

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	1 047.8	477.0	570.8	54.5
II. Non-post resources				
General temporary assistance	—	60.9	(60.9)	—
Consultants	—	—	—	—
Official travel	146.3	178.0	(31.7)	(21.7)
Facilities and infrastructure	3.5	3.5	—	—
Communications	10.4	10.4	—	—
Information technology	12.0	12.0	—	—
Medical services	—	—	—	—
Other services, supplies and equipment	24.5	24.5	—	—
Subtotal, category II	**196.7**	**289.3**	**(92.6)**	**(47.1)**
Gross requirements, categories I and II	**1 244.5**	**766.3**	**478.2**	**38.4**

4. Analysis of variances[1]

	Variance	
Post resources	$570.8	54.5%

75. The unencumbered balance was attributable to difficulties in the identification and recruitment of candidates meeting the requirements of posts in the two regional Ombudsmen offices, in particular for the two Conflict Resolution Officers at the P-3 level as well as the two national General Service posts.

	Variance	
General temporary assistance	($60.9)	—

76. The additional requirements were attributable to the unbudgeted establishment of a six-month Case Officer position at the P-4 level at Headquarters to provide Ombudsman services to staff in peacekeeping missions not covered by the regional offices and pending the finalization of recruitment of staff in the regional Ombudsmen offices.

	Variance	
Official travel	($31.7)	(21.7%)

77. The additional requirements were attributable to the unbudgeted travel of the United Nations Ombudsman to address an increasing number of urgent and unforeseen cases and to provide in-person interventions in field missions.

G. Ethics Office

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
1 047.8	1 073.2	—	—

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Increased number of customized ethics-related training courses and workshops for peacekeeping staff at Headquarters and in the field (2007/08: 1; 2008/09: 3; 2009/10: 5)	Achieved. 4 ethics modules with a total of 40 participants were delivered to members of field-based central review bodies in the United Nations Logistics Base in Entebbe, MINUSTAH and UNLB; 1 briefing with 30 participants was conducted for field Legal Officers in New York
3.2 Increased percentage of compliance of peacekeeping staff required to file financial disclosure or declaration of interest statements (2007/08: 87 per cent; 2008/09: approximately 97 per cent; 2009/10: 100 per cent)	Achieved; 99 per cent of participants in the financial disclosure programme (as determined by Secretary-General's bulletin ST/SGB/2006/6) filed their financial disclosure statement or declaration of interest form within the filing period

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	—	—	—
General Service and related	—	—	—

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	—	—	—	—
II. Non-post resources				
General temporary assistance	260.6	308.8	(48.2)	(18.5)
Consultants	732.5	740.4	(7.9)	(1.1)
Official travel	47.8	17.1	30.7	64.2
Facilities and infrastructure	1.0	1.0	—	—
Communications	2.8	2.8	—	—
Information technology	3.1	3.1	—	—
Medical services	—	—	—	—
Other services, supplies and equipment	—	—	—	—
Subtotal, category II	—	—	—	—
Gross requirements, categories I and II	**1 047.8**	**1 073.2**	**(25.4)**	**(2.4)**

4. Analysis of variances[1]

	Variance	
General temporary assistance	($48.2)	(18.5%)

78. The increased requirement was attributable primarily to the need to replace a staff member on maternity leave.

	Variance	
Official travel	$30.7	64.2%

79. The reduced travel requirement was attributable mainly to the postponement of visits to four peacekeeping missions to provide on-site assistance with the financial disclosure programme owing to competing priorities such as the impact of the new administration of justice on the protection against retaliation policy.

H. Office of Legal Affairs

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	Expenditure	Approved posts	Average incumbency
2 932.6	3 050.0	15	15

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization 2007/08: actual liability for claims arising out of peacekeeping operations was less than 23 per cent of the amount claimed 2008/09: actual liability was less than 40 per cent of the amount claimed 2009/10: actual liability was less than 40 per cent of the amount claimed	Achieved. Claims arising out of peacekeeping operations totalling over $74.4 million were resolved by arbitral award or by approved settlement in the amount of $27.6 million, representing 37.1 per cent of the amount claimed
3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained (2007/08: 0 instances; 2008/09: 0 instances; 2009/10: 0 instances)	Achieved. Privileges and immunities were maintained in all agreements for peacekeeping-related matters reviewed by the Office of Legal Affairs, and, unless waived, were maintained in all legal proceedings involving the Organization or its officials and concerning peacekeeping related matters

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	13	13	1.9
General Service and related	2	2	—

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	2 520.7	2 481.1	39.6	1.6
II. Non-post resources				
General temporary assistance	165.2	163.0	2.2	1.3
Consultants	75.0	262.1	(187.1)	(249.5)
Official travel	52.4	25.3	27.1	51.7

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
Facilities and infrastructure	8.0	8.0	—	—
Communications	24.2	24.2	—	—
Information technology	84.1	83.3	0.8	1.0
Medical services	—	—	—	—
Other services, supplies and equipment	3.0	3.0	—	—
Subtotal, category II	**411.9**	**568.9**	**(157.0)**	**(38.1)**
Gross requirements, categories I and II	**2 932.6**	**3 050.0**	**(117.4)**	**(4.0)**

4. Analysis of variances[1]

	Variance	
Post resources	$39.6	1.6%

80. The unencumbered balance was attributable to lower-than-budgeted actual expenditures for common staff costs, in particular with regard to assignment grants, education grants and dependency allowances. The unencumbered balance was partly offset by the lower-than-budgeted actual vacancy rate, in particular for the two newly established posts at the P-5 and P-4 levels.

	Variance	
Consultants	($187.1)	(249.5%)

81. The increased requirements were mainly attributable to the unbudgeted activities related to the need to engage outside legal counsel to provide services in connection with a dispute arising from a multifunction logistics services contract in support of UNAMID.

	Variance	
Official travel	$27.1	51.7%

82. The reduced requirements for travel were attributable to savings achieved by combining trips as well as by replacing mission visits with videoconferencing and teleconferencing. In addition, reduced requirements were attributable to cancellation of planned travel to provide on-site legal advice in MONUC, UNDOF and UNIFIL owing to changed circumstances, including the assignment to a peacekeeping mission of one of the Office of Legal Affairs staff members concerned.

I. Department of Public Information

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	Expenditure	Approved posts	Average incumbency
704.0	745.7	4	4

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Stories distributed are broadcast or incorporated into Web-based news sites by at least 5 regionally represented media outlets (2007/08: 44 per cent; 2008/09: 35 per cent; 2009/10: 35 per cent)	Achieved. Of the 458 stories produced and broadcast by UNifeed, 75 per cent were picked up by broadcasters from the site's satellite feed. Top international and regional users include Al Arabiya, Al Jazeera, BBC, CCTV, CNN International, Channel News Asia, Deutsche Welle, Euronews, Eurovision, France 24, Press TV of Iran (Islamic Republic of), Nile TV, Radio e Televisao Portuguesa, Russia Today, South African Broadcasting Corporation and TVE (Spain)

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
2.1 Implementation of predeployment mission planning to ensure that mission public information components are adequately planned, resourced and staffed and that communications strategies are prepared to complement the mission concept of operations	Not achieved. No new or expanded peacekeeping mission was authorized by the Security Council during the reporting period
2.2 Deployment of core public information personnel, in conjunction with the Department of Peacekeeping Operations and the Department of Field Support, within 30 to 90 days following a Security Council resolution establishing a new or expanded United Nations peacekeeping operation (2007/08: within 90 days; 2008/09: 30 to 90 days; 2009/10: 30 to 90 days)	Not achieved. No new or expanded peacekeeping mission was authorized by the Security Council during the reporting period

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Surveyed peacekeeping operations indicate satisfaction with the quality of support (2007/08: 80 per cent; 2008/09: 80 per cent; 2009/10: 85 per cent)	Achieved. A questionnaire was sent to public information components of 13 relevant peacekeeping missions requesting an evaluation of the level of support provided by the Department of Public Information. Of the 12 missions that responded to the survey (MINURCAT, MINUSTAH, MINURSO, MONUC, UNAMID, UNFICYP, UNIFIL, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI), 100 per cent indicated the level of support as "very good" or "satisfactory"

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	3	3	—
General Service and related	1	1	—

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	606.7	655.8	(49.1)	(8.1)
II. Non-post resources				
General temporary assistance	—	—	—	—
Consultants	—	—	—	—
Official travel	71.9	69.6	2.3	3.2
Facilities and infrastructure	2.0	1.5	0.5	25.0
Communications	5.6	5.6	—	—
Information technology	11.3	11.3	—	—
Medical services	—	—	—	—
Other services, supplies and equipment	6.5	1.9	4.6	70.8
Subtotal, category II	**97.3**	**89.9**	**7.4**	**7.6**
Gross requirements, categories I and II	**704.0**	**745.7**	**(41.7)**	**(5.9)**

4. Analysis of variances[1]

	Variance	
Post resources	($49.1)	(8.1%)

83. The increased requirements were attributable to the lower-than-budgeted actual vacancy rate.

	Variance	
Other services, supplies and equipment	$4.6	70.8%

84. The reduced requirements were attributable to the lower actual costs for training supplies and services for a workshop at the logistics hub in Entebbe, Uganda.

J. Department of Safety and Security

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
4 379.6	4 237.1	18	16

1. Results-based-budgeting framework

Expected accomplishment 1.1: increased efficiency and effectiveness of peacekeeping operations directed by the Department of Peacekeeping Operations

Planned indicators of achievement	*Actual indicators of achievement*
1.1 Implementation by peacekeeping missions of all (100 per cent) of the Department of Safety and Security recommendations based on security standards, policy, guidance, directives, plans, procedures and security management reviews	Not achieved; 77 per cent implementation rate 22 per cent of the recommendations are ongoing. The remaining 1 per cent is no longer valid owing to mission downsizing/liquidation Out of a total of 259 security recommendations specified in the security mission reports, 199 were fully implemented. A total of 58 of the recommendations are still ongoing and are expected to be fully implemented by June 2011
1.2 Deployment of all (100 per cent) contingency assistance staff from Headquarters within 72 hours	Not achieved. Owing to administrative requirements and/or visa process requirements, the deployment of all contingency assistance staff within 72 hours was not feasible

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	13	11	13.5
General Service and related	5	5	1.7

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	2 771.4	2 733.5	37.9	1.4
II. Non-post resources				
Official travel	986.9	959.2	27.7	2.8
Facilities and infrastructure	9.0	3.7	5.3	58.9
Communications	25.2	19.6	5.6	22.2
Information technology	63.6	51.1	12.5	19.7

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
Other services, supplies and equipment	523.5	470.0	53.5	10.2
Subtotal, category II	**1 608.2**	**1 503.6**	**104.6**	**6.5**
Gross requirements, categories I and II	**4 379.6**	**4 237.1**	**142.5**	**3.3**

4. Analysis of variances[1]

	Variance	
Post resources	$37.9	1.4%

85. The unencumbered balance is attributable to vacancies in the approved Professional category of posts, resulting in lower actual expenditures for salary, which were partly offset by an overrun in common staff costs such as education grant, rental subsidy, and recruitment costs in filling the vacancies (assignment grant, appointment travel, removal).

	Variance	
Official travel	$27.7	2.8%

86. The reduced requirements were attributable to one particular field-based training course, senior mission leaders' courses, which was not requested by missions during the reporting period; therefore the travel of the trainers was not undertaken. Overall, the Department reprioritized planned training activities to accommodate the unforeseen security assistance requirements and the additional stress management support required during the aftermath of the earthquake in Haiti in January 2010 and additional strategic and operational threat assessments of peacekeeping missions (MONUC, UNIFIL and UNMIS). As a result, the following field-based training programmes were not conducted in full and have been postponed: safety and security training, mission support training and instruction in firearms training, less lethal training and explosives training.

	Variance	
Facilities and infrastructure	$5.3	58.9%

87. The reduced requirements were attributable to the vacancies during the period. Expenditures reflect actual utilization of office supplies by existing staff.

	Variance	
Communications	$5.6	22.2%

88. The reduced requirements were attributable to the vacancies during the period. Expenditures reflect actual utilization of telephone and mobile communications by existing staff.

	Variance	
Information technology	$12.5	19.7%

89. The reduced requirements were attributable to the vacancies during the period. Expenditures reflect actual utilization of ICT infrastructure services and the service-level agreement with the Office of Information and Communications Technology by existing staff, offset by the acquisition of IT equipment.

	Variance	
Other services, supplies and equipment	$53.5	10.2%

90. The reduced requirements for training materials were attributable to the cancellation and postponement of planned training activities in connection with the deployment of staff to MINUSTAH in the aftermath of the earthquake in Haiti in January 2010. The unutilized balance was offset by higher-than-expected costs for the supplies and equipment required for the initial set-up of close protection courses. Although not all the courses were delivered as indicated in the frameworks, the full set of materials and supplies was purchased to avoid the obstacles and associated costs as a result of licensing and clearance practices for "restricted items" like ammunition and firearms.

K. Office of Information and Communications Technology

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Approved	*Expenditure*	*Approved posts*	*Average incumbency*
17 261.1	18 410.1	12	9

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
3.1 Implementation of IT systems in field missions accessible by 20 per cent of the user base in field missions	Not achieved. Although planned implementation of enterprise systems has not been achieved for the fuel and rations management, information portal, Enterprise Content Management (ECM) and Customer Relationship Management (CRM) solutions, which require more time for acquisition, development and implementation, the e-Portfolio management project (formerly the CA Clarity project), which includes the application management modules of the e-Portfolio management system, was implemented in UNLB and was available for use by authorized focal points in all field operations Further clarification of the actual outputs is provided in the addendum to the present report (A/65/610/Add.1)

OICT has ensured accessibility for existing systems to staff in peacekeeping missions, such as the Intranet (iSeek), the Official Document System (ODS), Galaxy, the electronic performance appraisal system (e-PAS) and the Integrated Management Information System (IMIS)

2. Human resources incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*[a]
Professional and above	10	8	22.5
General Service and related	2	1	58.3

[a] Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	1 815.6	1 518.8	296.8	16.3
II. Non-post resources				
General temporary assistance	1 666.9	1 711.5	(44.6)	(2.7)
Official travel	674.2	686.5	(12.3)	(1.8)
Facilities and infrastructure	11.0	342.5	(331.5)	(3 013.6)
Communications	32.6	32.6	—	—
Information technology	13 026.1	14 088.1	(1 062.0)	(8.2)
Other services, supplies and equipment	34.7	30.1	4.6	13.3
Subtotal, category II	**15 445.5**	**16 891.3**	**(1 445.8)**	**(9.4)**
Gross requirements, categories I and II	**17 261.1**	**18 410.1**	**(1 149.0)**	**(6.7)**

4. Analysis of variances[1]

	Variance	
Post resources	$296.8	16.3%

91. The unencumbered balance was attributable to the higher-than-budgeted actual average vacancy rates during the reporting period of 22.5 per cent for Professional posts and 53.8 per cent for the General Service, offset by salary and overtime charges of support staff travelling with the Secretary-General and other staff resources inadvertently charged to the support account.

	Variance	
General temporary assistance	($44.6)	(2.7%)

92. The additional requirements were attributable to unplanned general temporary assistance for the Team Leader of the ICT structural review and the global service catalogue project, inadvertently created under the support account, offset by higher-than-budgeted vacancies in general temporary assistance positions associated with the CRM troop-contribution management project and the implementation of the enterprise fuel management system.

	Variance	
Official travel	($12.3)	(1.8%)

93. The reduced requirements were attributable to: (a) reduced visits made to UNMIL and UNOCI for technical analysis and postponement of the technical roll-out of the CRM solution for the troop-contribution management project to 2010/11 (UNIFIL and UNOCI) and 2011/12 (for remaining missions with contingent-owned equipment) owing to reprioritization of the Project Coordinator's activities at Headquarters; (b) reduced site visits owing to the postponement of the phased implementation of a CRM solution for the peacekeeping telecommunications billing project to 2010/11; (c) site visits postponed until development of ECM solutions is completed; and (d) mission assessments and predeployment visits not undertaken in MONUC, UNAMID, UNMIS, UNMIL and UNOCI because of the incomplete design of CRM and ECM solutions for field missions.

94. The unutilized balance was offset by unplanned travel requirements for: (a) the implementation of the e-Portfolio management system and central hosting of the system at UNLB (formerly referred to as CA Clarity), and the participation of information technology focal points from MINURCAT, MINURSO, MINUSTAH, MONUC, UNOCI, UNAMID, UNFICYP, UNIFIL, UNMIT and UNLB in training workshops on the project management tool, inadvertently charged to the support account; (b) travel to missions associated with the structural review; (c) the Chief Information Technology Officer's travel to MINUSTAH in connection with the earthquake in Haiti in January 2010 and his attendance at the ICT management coordination group retreats in Lausanne, Switzerland, in January 2010 and in New York in June 2010 for heads of ICT units in the Secretariat on the Organization's ICT strategy and coordination activities; (d) a staff member's attendance at the Human Resources Chiefs' meeting in Bangkok in April 2010 to present and obtain feedback on the OICT proposal to rationalize the ICT organization and to improve ICT personnel planning, effectiveness and productivity; and (e) travel, approved by the General Assembly in its resolution 63/269, associated with the secondary data centre, for which no provision had been made in the budget.

	Variance	
Facilities and infrastructure	($331.5)	(3 013.6%)

95. The additional requirements were attributable to the cost of the facility for the secondary data centre, approved by the General Assembly in its resolution 63/269, for which no provision had been made in the budget.

	Variance	
Information technology	($1 062.0)	(8.2%)

96. The additional requirements were attributable to: (a) the cost of contractual services and information technology equipment for the secondary data centre, approved by the General Assembly in its resolution 63/269, for which no provision had been made in the budget; (b) the unanticipated delayed acquisition of the fuel management software and related testing equipment initially approved in 2008/09, for which no provision had been made in the 2009/10 budget because of the timing of the submission; (c) servers, storage and basic infrastructure equipment and contractual personnel required to support the enterprise solutions that are/will be hosted at UNLB; (d) contractual services for the implementation and hosting of the e-Portfolio management system at UNLB, and the configuration of the application portfolio management, for which resources had not been proposed; (e) travel of contractual personnel for training associated with the e-Portfolio management system at UNLB; (f) higher-than-budgeted acquisition cost for the enterprise identity management system software associated with the selection of a commercial vendor; and (g) contractual personnel for the implementation at UNLB and UNIFIL of an additional CRM solution related to ICT HelpDesk requests from users in field operations.

97. The overexpenditure was offset by: (a) the cancellation of the acquisition and development of the ECM operations reports repository (ORR) application for the peacekeeping reporting process automation project in order to leverage and build on the existing application for field mission operational reports; (b) the postponement of the implementation into production of the ECM solution for the peacekeeping policy and guidance repository project owing to additional time required for development; (c) the acquisition of software inadvertently charged to another budget and the postponement of the implementation into production of the CRM solution for the troop-contribution management project owing to additional time required for software customization; (d) the postponement of the configuration and customization of the enterprise information portal system owing to additional time required for the prototype development and establishment of the network infrastructure at UNLB; (e) additional time required for the procurement of the rations management system and the commercial food control system; and (f) the postponement of the development and implementation of the global warden system.

	Variance	
Other services, supplies and equipment	$4.6	13.3%

98. The reduced requirements were attributable to the postponement of planned training activities as a result of a delay in the implementation of information technology projects.

III. Activities of the Integrated Training Service

Core training activities in 2009/10

Activity	*Place*	*Period*
Senior Leadership Induction Programme	UNHQ, NY	July 2009
Pilot Course for Military Experts on Mission on Specialized Training Material (STM)	Chile	July 2009
Senior Mission Administrative and Resource Training (SMART) Workshop	UNLB, Brindisi	July 2009
Training Recognition of the Expert on Mission Course	Chile	October 2009
Training Recognition of the Predeployment Training for Contingents	Nigeria	October 2009
United Nations Training of Trainers' Course for Military Personnel	Indonesia	October 2009
Training Recognition of the United Nations Police Officers' Course	Germany	October 2009
Capability Development Workshop	Uganda	November 2009
United Nations Training of Trainers' Course for Military Personnel	Argentina	November 2009
Senior Mission Administrative and Resource Training (SMART) Workshop	UNLB, Brindisi	November 2009
Training of Trainers' Course for United Nations Police	Australia	November 2009
Training Recognition of the Predeployment Training for Contingents	Brazil	December 2009
United Nations Senior Mission Leaders Course	Malaysia	January 2010
Joint North Atlantic Treaty Organization-United Nations Workshop	Belgium	February 2010
African Union Senior Mission Leaders Course	Cameroon	April 2010
Integrated Mission Training Centre (IMTC) Workshop	UNLB, Entebbe	April 2010
Training of Trainers' Course for Field Trainers on Training and Evaluation	UNLB, Entebbe	April 2010
Training Recognition of the United Nations Military Observer Course	Croatia	May 2010
United Nations Senior Mission Leaders Course	Finland	June 2010

Activity	*Place*	*Period*
Training Recognition of the United Nations Military Observer Course	Greece	June 2010
Training Recognition of the United Nations Military Observer Course	Turkey	June 2010
Training Recognition of the United Nations Military Observer Course	Switzerland	June 2010
Training Recognition of the United Nations Military Observer Course	Germany	June 2010
Training Recognition of the United Nations Military Observer Course	Austria	June 2010
New Horizon Seminar	Brazil	June 2010
Civilian Predeployment Training (CPT) Course	UNLB, Brindisi	Year 2009-10
Lectures and presentations at peacekeeping training events	Multiple	Year 2009-10
Support training activities for staff members of the Department of Peacekeeping Operations and the Department of Field Support	Multiple	Year 2009-10

IV. Actions to be taken by the General Assembly

99. **The actions to be taken by the General Assembly are as follows:**

(a) **To appropriate and assess an additional amount of $24,444,900 with respect to the period from 1 July 2009 to 30 June 2010;**

(b) **To decide on the treatment of other income amounting to $6,048,000, comprising interest income ($2,161,000), other miscellaneous income ($1,359,000) and cancellations of prior-period obligations ($2,528,000) in respect of the period from 1 July 2009 to 30 June 2010.**